



**UTM CAMPUS COUNCIL MEETING**

**Thursday, May 28, 2015 at 4:10 p.m.**

**Council Chamber, Room 3130, William G. Davis Building**

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**AGENDA**

- 1. Chair's Remarks**
  - 2. Report of the Vice-President & Principal**
  - 3. Capital Project: University of Toronto Mississauga Biology Greenhouse – Project Schedule**  
(for information)
  - 4. Presentation by Professor Ulli Krull, Vice-Principal, Special Initiatives** (for information)
  - 5. Report of the Academic Affairs Committee: Presentation by the Chair, Ms Judith Poë** (for information)
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**CONSENT AGENDA \*\***

- 6. Report on UTM Capital Projects** – as at May 7, 2015 (for information)
- 7. Reports for Information**
  - a. Report 12 of the Agenda Committee (May 14, 2015)
  - b. Report 12 of the Academic Affairs Committee (April 30, 2015)
  - c. Report 11 of the Campus Affairs Committee (April 27, 2015)
- 8. Report of the Previous Meeting:** Report 11 – April 22, 2015
- 9. Business Arising from the Report of the Previous Meeting**
- 10. Date of the Next Meeting** – Thursday, June, 18 2015 at 4:10 p.m. (reserve date)

+ Confidential documentation included for members only

\* Documentation included

\*\* Documentation for consent item included. This item will be given individual consideration by the Campus Council only if a members so requests. Members with questions or who would like a consent item to be discussed by the Campus Council are invited to notify the Committee Secretary Mariam Ali at least 24 hours in advance of the meeting by telephone at 905-569-4358 or by email at [mariam.ali@utoronto.ca](mailto:mariam.ali@utoronto.ca)

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**11. Question Period**

**12. Other Business**

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*In Camera Session*

**13. Appointments: 2015-16 University of Toronto Mississauga Campus Council Members  
Standing Committee Assignments +**

**14. Capital Project: University of Toronto Mississauga Biology Greenhouse – Total Project Cost  
+(for recommendation)**

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**Meeting to be followed by a Reception and the Alumni Awards of Distinction, at Lislehurst,  
starting at 6:30 p.m. - Campus Council members are cordially invited.**

**<http://www.utm.utoronto.ca/alumni/events/spring-reunion/alumni-awards-distinction-2015>**

Complimentary Shuttle to Lislehurst is available in Lot #9

\* Documentation included

\*\* Documentation for consent item included. This item will be given individual consideration by Campus Council only if a members so requests. Members with questions or who would like a consent item to be discussed by the Governing Council are invited to notify the Recording Secretary Mariam Ali at least 24 hours in advance of the meeting by telephone at 905-569-4358 or by email at [mariam.ali@utoronto.ca](mailto:mariam.ali@utoronto.ca)

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# UTM DEBATING CLUB



# INTRODUCTION

- FOUNDED IN 2011
- INCORPORATED MUN IN 2013
- TRAINING
- TOURNAMENTS AND CONFERENCES



# EVENTS & ACHIEVEMENTS (2013-2014)

- **GREAT PROFESSOR'S DEBATE**
- DEBATE ON AFGHANISTAN
- HARVARD NATIONAL MUN 2014
- 1<sup>ST</sup> ANNUAL UTM DEBATING TOURNAMENT

# EVENTS & ACHIEVEMENTS (2014-2015)

- HOSTED #SAUGASPEAKS: MAYORAL DEBATE ON YOUTH
- TEAM SELECTION FOR HARVARD NATIONAL MUN 2015
- HARVARD NATIONAL MUN 2015
- 1<sup>ST</sup> ANNUAL UTM MUN CONFERENCE
- **WON “THE MOST COORDINATED CLUB OF THE YEAR” AWARD AT UTMSU CLUBS** APPRECIATION NIGHT

# LOOKING AHEAD

- 2<sup>ND</sup> ANNUAL UTM DEBATING TOURNAMENT (OCTOBER)
- 2<sup>ND</sup> ANNUAL UTM MUN CONFERENCE (JANUARY)
- **GREAT PROFESSOR'S DEBATE**
- TRAINING AND TEAM SELECTION

# DEBATING TOURNAMENTS 2015

- HART HOUSE INVITATIONAL (OCTOBER)
- **CHANCELLOR'S CUP AT QUEEN'S UNIVERSITY (NOVEMBER)**
- BRITISH PARLIAMENTARY CHAMPIONSHIP AT THE UNIVERSITY OF WESTERN ONTARIO (NOVEMBER)
- WINTER CARNIVAL AT MCGILL UNIVERSITY (JANUARY)
- SEAGRAM AT WILFRID LAURIER UNIVERSITY (JANUARY)
- MONKHOUSE AT YORK UNIVERSITY (FEBRUARY)
- LUEBKE CUP AT BROCK UNIVERSITY (FEBRUARY)

# MUN CONFERENCES 2015

- QMUNI (NOVEMBER)
- MCMUN (JANUARY)
- HNMUN (FEBRUARY)
- NAMUN (FEBRUARY)
- WORLDMUN (MARCH)

THANK YOU



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** UTM Campus Council

**SPONSOR:** Paul Donoghue, Chief Administrative Officer  
**CONTACT INFO:** 905-828-3707, [paul.donoghue@utoronto.ca](mailto:paul.donoghue@utoronto.ca)

**PRESENTER:** Malcolm Lawrie, AVP, University Planning Design & Construction, 416-978-6844, [malcolm.lawrie@utoronto.ca](mailto:malcolm.lawrie@utoronto.ca)  
**CONTACT INFO:**

**DATE:** May 21, 2015 for May 28, 2015

**AGENDA ITEM:** 3

**ITEM IDENTIFICATION:**

Capital Project: University of Toronto Mississauga Biology Greenhouse – Project Schedule.

**JURISDICTIONAL INFORMATION:**

Section 5.1 of the UTM Campus Council terms of reference state that the Council is responsible for “capital plans, projects and space.”

The *Policy on Capital Planning and Capital Projects* provide that capital projects with a project budget over \$3 million and up to \$10 million (Approval Level 2), at UTM will be considered by the UTM Campus Affairs Committee and the UTM Campus Council, before being recommended to the Academic Board for approval. Such proposals are then brought forward to the Executive Committee for confirmation.

The Business Board is responsible for approving the execution of the project.

**GOVERNANCE PATH:**

A. Project Schedule and Total Project Cost:

1. Campus Affairs Committee [For Recommendation] (April 27, 2015)
2. **Campus Council [For Recommendation] (May 28, 2015)**
3. Academic Board [For Approval] (June 1, 2015)
4. Executive Committee [For Confirmation] (June 15, 2015)

B. Execution of the Project:

1. Business Board [For Approval] (June 18, 2015)



**PREVIOUS ACTION TAKEN:**

The UTM Campus Affairs Committee received the updated project schedule for information and recommended for approval the revised Total Project Cost at its meeting on April 27, 2015.

The Project Planning Report dated October 12, 2013 was recommended for approval by UTM CAC on November 11, 2013 and by the UTMCC on December 9, 2013. It was approved in principle by the Academic Board and confirmed by the Executive Committee at its meeting on March 27, 2014. Business Board approved the execution of project at its meeting on January 27, 2014.

The Total Project Cost (TPC) has since increased and as such, according to *The Policy on Capital Planning and Capital Projects* the revised budget must be approved by the same authority providing the original authorization.

**HIGHLIGHTS:**

There have been no changes to the scope and space plan for the project. The only changes are to the Total Project Cost and the Project Schedule. The Project Planning Report has been provided for reference.

The new schedule for the project is noted below and is being provided for information. The new Total Project Cost shall be considered in the *in camera* session of the meeting.

**Schedule:**

- Revised Governance approval – April 2015 to June 2015
- Re-tender Opening: April 24, 2015
- Mobilization and Construction July 2015 – June 2016
- Commissioning and moving July 2016
- Full operational occupancy by division August 2016

**FINANCIAL IMPLICATIONS:**

The overall cost of the project, as well as the delineation of amounts derived from the various sources of funds, will be considered in the *in camera* session of the meeting (a separate cover sheet has been provided to members).

**RECOMMENDATION:**

For Information.

**DOCUMENTATION:**

Project Planning Report for a Biology Greenhouse at the University of Toronto Mississauga.

UNIVERSITY OF TORONTO MISSISSAUGA  
FACILITIES MANAGEMENT & PLANNING

**Project Planning Report for a Biology Greenhouse  
at the University of Toronto Mississauga**

October 31, 2013

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## I. Executive Summary

UTM currently has 169 m<sup>2</sup> dedicated to a greenhouse at the rooftop level of the Davis Building. The facility is an important support to both research and teaching. Areas of research that rely upon this facility include: climate change; plant ecology; plant molecular systematics; plant taxonomy; molecular genetics; genomics and bioinformatics; and, insect neuroendocrinology. Undergraduate laboratories using plant material supplied and maintained by the existing greenhouse are associated with many courses within the major and specialist programs in Biology. The greenhouse is managed by a full-time horticulturalist and operated with part-time staff and undergraduate volunteers.

The greenhouse is over 40 years old, and is plagued by operational problems that increasingly render it unreliable. While recent investments in control, monitoring and operational systems have been made, such measures are seen as stop-gap until a new facility can be built. This is particularly important in terms of the role the greenhouse plays in supporting increasingly sophisticated research needs of faculty and the associated activity of both graduate and undergraduate students.

Re-building the existing greenhouse on site has been considered and is not deemed an acceptable option. First, the greenhouse would have to be taken out of service during the re-construction, thereby impacting both ongoing research and the supply of teaching materials. Second, re-building such a facility in the current rooftop location would be prohibitively expensive compared to a free-standing structure. Finally, the current location would not permit any significant increase in overall size to accommodate the increased needs already being experienced, let alone provide for future growth. As noted by the Biology Ad hoc Committee on the UTM Greenhouse, “the current greenhouse provides an important and necessary function in the Biology Department in maintaining plant material for teaching and for research needs”. However, due to the age and limiting design, a new modern facility is urgently needed.

The proposed project includes the construction of a header house (containing support areas, incoming and distribution of services to the rest of the structure) and the first of potentially four glass houses, each of which is further divided into six separately controlled areas. Services will be sized to support future expansion, which will be undertaken as separate projects and as funding becomes available. Priority is being accorded to research support because of the more demanding requirements of activities that must be done on a scale beyond what can reasonably be accommodated in bio-chamber facilities. The existing greenhouse will continue to be used for the provision and maintenance of teaching materials that will eventually be accommodated in future expansion phases.

The proposed greenhouse will be funded by Capital Reserves from the UTM Operating Budget. Provision has been made in UTM’s Operating Budget to cover annual operating costs of between \$140,000 to \$153,600. Plans will be developed to recover a portion of those costs, where appropriate, from individual researchers. It is expected that the project will take approximately 18 months to complete, subject to receiving the necessary environmental and building approvals from local and provincial authorities. Preliminary work on an environmental sensitivity analysis, including species at risk, is currently underway in anticipation of local permit and provincial approval requirements.

## II. Project Background

### a) Membership

Bryan Stewart, VP Research, UTM  
 Angela B. Lange, (Chair) Professor & Director of Research, Department of Biology, UTM  
 Marc Johnson, Assistant Professor, Department of Biology, UTM  
 Ingo Ensminger, Assistant Professor, Department of Biology, UTM  
 Peter Kotanen, Associate Professor, Department of Biology, UTM  
 Christoph Richter, Lecturer, Department of Biology, UTM  
 Tim Duvall, Assistant Professor, Department of Geography, UTM  
 Maria Codispoti, Manager Design and Construction, (FM&P UTM)  
 Stepanka Elias, Assistant Director Planning Design and Construction (FM&P UTM)  
 William Yasui, Senior Facilities Planner, (FM&P UTM)

### b) Terms of Reference

1. Define the present and future needs for a research greenhouse at UTM.
2. Outline operational implication of a research greenhouse (utilities, maintenance, staffing, etc.).
3. Determine a functional layout of the space required for a modular research greenhouse structure.
4. Determine any secondary effects to the project and related resource implications of these effects.
5. Identify all equipment and moveable furnishings necessary to the project and their related costs.
6. Determine a total project cost (TPC) estimate for the capital project, including costs associated with secondary effects and infrastructure.
7. Identify all sources of funding for the capital project and any increased operating costs once the project is complete.
8. Report by October 15, 2013.

### c) Background Information

UTM currently has a 169 nasm rooftop greenhouse above the research wing of the Davis Building. The greenhouse is an essential support to UTM's Biology Department, providing a wide variety of plant specimens used in both research and undergraduate teaching. Researchers that rely on this facility specialize in areas such as: climate change; plant ecology; plant molecular systematics; plant taxonomy; molecular genetics; genomics and bioinformatics; and insect neuroendocrinology. While some research activity is conducted in bio-chambers located elsewhere in the Davis Building, a significant amount of increasingly sophisticated research requires access to greenhouse-scale space. The greenhouse is managed by a full-time horticulturalist and operating with the support of part-time staff and undergraduate volunteers.

Now over 40 years old, the greenhouse is plagued by control system and mechanical breakdowns and can no longer be considered sufficiently reliable to support much of the research activity that is housed there. Continued, ad-hoc investments in repairs and upgrading have enabled the greenhouse to continue in operation, primarily in the role of support to teaching activity. Increasingly, it is not able to support the demands of important research activity. Researchers have had to: (i) not conduct certain types of experiments that they would otherwise do; (ii) conduct experiments only in the summer months; (iii) conduct small-scale experiments in environmental chambers; and (iv) over-rely on collaborative arrangements with colleagues at other institutions that have adequate growth space.

As noted by the Biology Ad hoc Committee on the current UTM Greenhouse, “the current greenhouse provides an important and necessary function in the Biology Department in maintaining plant material for teaching and for research needs not requiring environments rigorously controlled for pests, temperature, and lightning”. Due to the age of this facility it is impossible to rely on the conditions within the current greenhouse and to also work in a pest free environment.

Over the past five years, UTM has recruited six plant-oriented biologists and geographers, significantly enhancing strength in plant biology. It has also resulted in increased pressure for improved infrastructure support to their research with a focus on greenhouse functionality. That pressure will continue with additional recruitments: one now underway in Biology for a developmental biologist and an anticipated search for an environmental scientist in geography. It is expected that 14 faculty will make immediate use of the new facility, a significant increase in both the number of users and the breadth of research that will be conducted. In addition, it is expected that 25 to 35 graduate students per year would directly benefit from the greenhouse project and that 30 to 40 undergraduate students per year would receive direct training in plant biology research in the new facility.

The increased demand on greenhouse space, coupled with the decay of the present facility, combine to create a critical need for a new greenhouse, initially to support research activity. The new research greenhouse will ideally have the capacity and technical flexibility to meet research needs for the next 5 years (the period of the academic plan). Our vision for this facility requires it to be sufficiently modular so that further expansion could be facilitated in subsequent planning cycles to support both research and teaching needs. Maintenance efforts to the existing greenhouse will be directed toward ensuring a continued supply of teaching materials until such time as that activity can be decanted to an expanded greenhouse facility.

#### d) Statement of Academic Plan

It is expected that in the next century, biologists will be leaders in the use of discovery-based science to tackle some of the world’s greatest challenges, including climate change, food security, etc. To support progress in these and other areas related to plant biology and plant-animal interactions, a need to control and manipulate the environmental and growth parameters of our experimental organisms in a reproducible manner is of vital importance. The UTM Department of Biology is therefore engaged in a broad range of activities to enhance the existing and secure additional common or ‘core’ research facilities, including a Research Greenhouse. A *Research Greenhouse* is the first on Biology’s priority list of infrastructure needs in the current Academic Plan (2012-2017).

The Department of Biology has long had plant biology and plant-animal interactions as areas of strength among its research faculty; strength that has recently been bolstered by several tenure track hires in the departments of Biology and Geography, all of whom require access to greenhouse facilities for their research and teaching activity. These hires bring the total number who currently use or need access to a greenhouse for their research to twelve faculty members, with more anticipated. This growing intensity in plant research and its increasing sophistication, make it imperative that a new research greenhouse be made available to support current and future research needs. Investments are being made toward the overall research infrastructure to provide the environment needed to retain research faculty and to facilitate the recruitment of others. As noted above, this first phase of the greenhouse facility will support those plans for faculty and for research-related activities of graduate and undergraduate students.

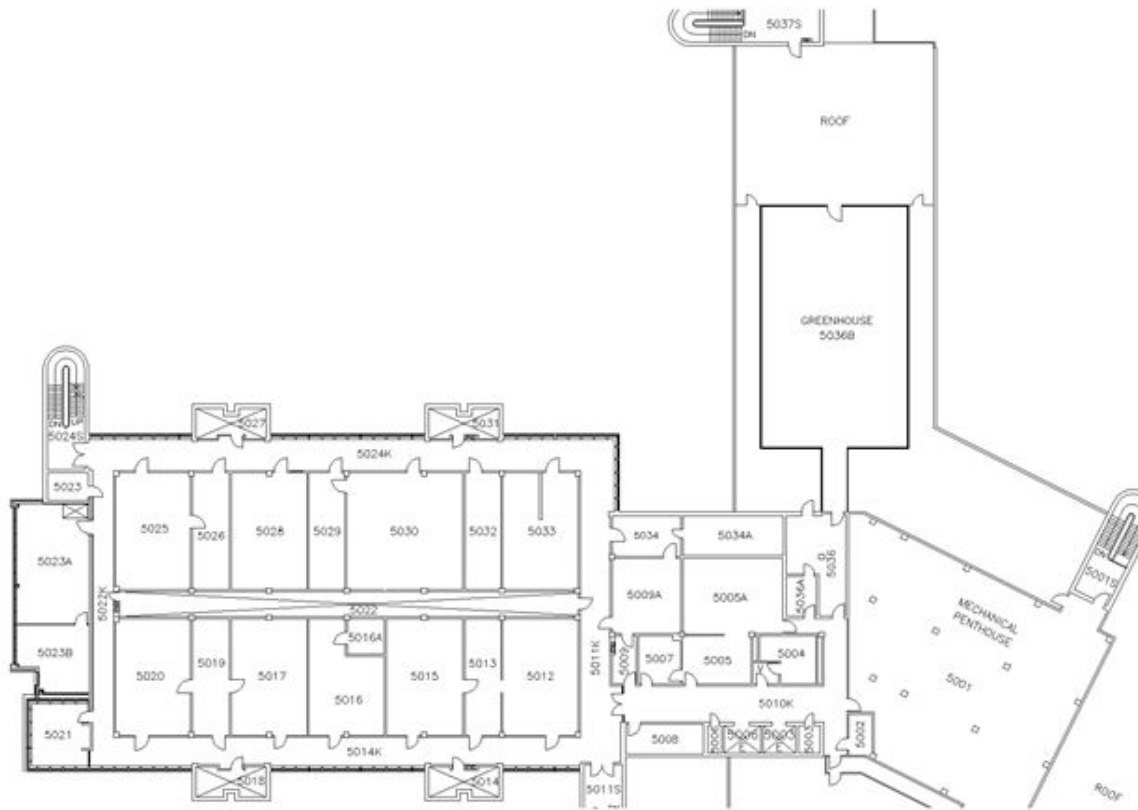


As noted earlier, the new greenhouse will eventually be expanded to support the provision of teaching related materials. In the meantime and with the completion of the first phase of the greenhouse dedicated to research activity, all of the space within the existing greenhouse will be allocated to the support of teaching. Continuity in the supply of such materials is important. In recent years the Department of Biology has expanded significantly and is one of the largest disciplines on the UTM campus. In 2002/03 there were ~1600 FCE students in Biology courses and by 2009/10 there were almost 3200 FCE students. (*source: UTM Dean's Office*). The department likewise offers programs that are in high demand. In 2009/10 there were over 400 students enrolled in Biology Specialist Programs and over 800 in Biology Major programs. (*source: Department of Biology Self-Study 2010*).

**e) Existing space:**

The existing rooftop greenhouse is located on the 5th floor of the W.G. Davis building. The facility is original to the building (over 40 years old) and beyond its expected service life. As noted above, the greenhouse is increasingly difficult and expensive to maintain. Breakdowns and disruptions to control and mechanical systems are all too frequent, resulting in a facility with an unacceptable level of reliability to support research.

Furthermore, the existing greenhouse was designed as one large open space with common and limited temperature control. It is not an environment that can support increasingly sophisticated and differentiated research activity.



### III. Project Description

#### a) Vision Statement

Plant biology in the Department of Biology at the University of Toronto Mississauga integrates research from genes to ecosystems. This research is heavily based on experimental approaches to address crucial questions such as the effects of climatic change on plant performance, biodiversity, plant-insect interaction, and adaptation to and mitigation of climatic change. For example, there is growing evidence that climate warming will not necessarily linearly extrapolate into a proportional lengthening of the growing season. A better understanding of interactions and feedbacks between vegetation and climate is a key target area of Canada's science and technology strategy ("Mobilizing Science and Technology to Canada's Advantage", Government of Canada, Ottawa, 2007). Ontario's Ministry of Natural Resources aims to develop the capability to assess the impacts of climate change on the province's ecosystems and natural resources (Climate Change and MNR: A Program-Level Strategy and Action Plan, 2007). The new greenhouse will provide a critical and timely contribution to our ability to influence federal and provincial evidence-based policies, because it will support process-based experimental research that will facilitate an understanding of adaptation and acclimation potential to climate change. A highly compartmentalized research greenhouse therefore creates a unique facility that generates vital national and international collaborations for the Department of Biology and UofT.

UTM researchers will be able to test plant performance under highly controlled conditions. Compartmentalization of the greenhouse will provide the means to replicate experiments and conduct simultaneous experiments simulating different growth conditions. This unique feature will also allow testing for species interactions under controlled conditions, e.g. plant-insect interactions in one compartment without hampering experiments in another compartment. The greenhouse is essential to expand the department's existing expertise in plant biology by adding the capacity for sophisticated experiments under highly controlled conditions to evaluate plant performance.

**b) Space Program and Functional Plan**

The proposed greenhouse will address the current and anticipated research needs and provide for future expansion to support teaching and research in four phases:

- Phase 1 (this project) will consist of the site development, a header house (providing support space, incoming/distribution of services and sized to accommodate future expansion) and construction of a single glass structure, subdivided into six-modular units.
- Phases 2, 3 and 4 (to be brought forward as separate projects as funding becomes available), will each include one six-modular greenhouse unit with a common corridor.

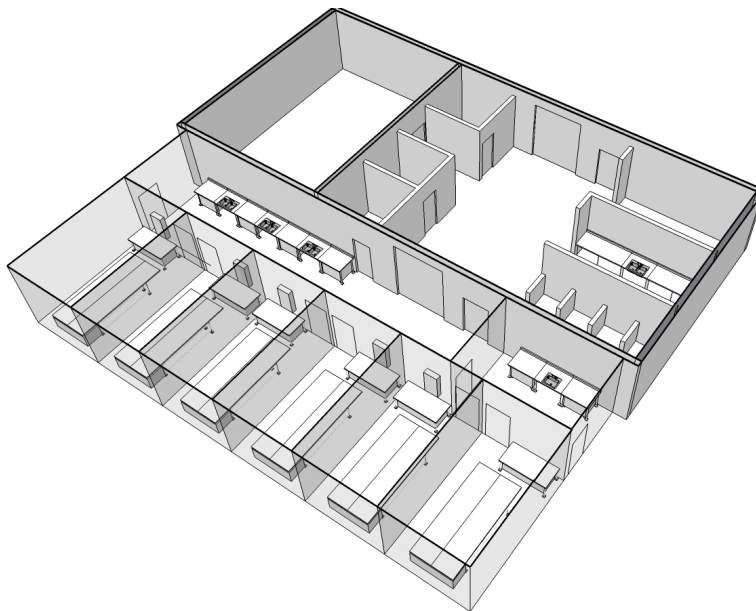
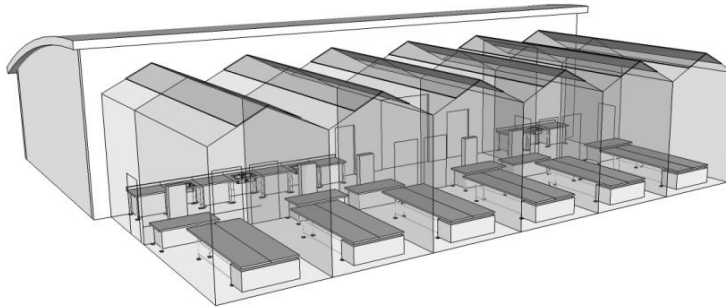
Description	Number	Area [sft]	[nasm]	Total [gsm]	Total [nasm]
<b>GREENHOUSE</b>					
Greenhouse (std)	4	240	22.3	89.2	89.2
Greenhouse (special)	2	240	22.3	44.6	44.6
Corridor	1	720	66.9	66.9	—
<b>SUB-total</b>				200.7	133.8

	Number	Area [sft]	[nasm]	Total [gsm]	Total [nasm]
<b>HEADERHOUSE</b>					
Office/Control Rm	1	100	9.3	9.3	9.3
Work area	1	220	20.4	20.4	20.4
Storage area	1	220	20.4	20.4	20.4
Receiving	1	680	63.2	63.2	63.2
Washroom	1	100	9.3	9.3	-
Utility (M&E)	1	850	79.0	79.0	-
Soil Clean up	1	220	20.4	20.4	20.4
Cooler	1	100	9.3	9.3	9.3
<b>SUB-total</b>				231.3	143.1

<b>TOTAL</b>				432.0	276.9
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The layout of the greenhouse will be such that it will allow for the future expansion and utilization of the header house for all phases.

Possible layout of the first phase of the project.



Greenhouse Structure: Header house + phase 1

### c) **Building Considerations**

#### **Building characteristics and massing:**

The proposed site for the greenhouse is located on the University of Toronto Mississauga Campus, northwest of the intersection of Outer Circle Road and Principal's Road. The site is immediately adjacent to a variety of research-related activities including dragonfly and bat research, environmental impact research, a weather station; a fenced, seasonal, outdoor plant growth area and a forensic science burial zone. A number of other locations were considered and rejected because they: (i) presented the potential for significantly higher costs as a result of specific site conditions; (ii) conflicted with identified future building sites as outlined in the Campus Master Plan; or (iii) were not of sufficient size to accommodate the anticipated footprint of the final greenhouse build-out.

As noted above, the proposed development consists of one greenhouse module (201m<sup>2</sup> or 134 nas<sup>m</sup>) and a new header house (231m<sup>2</sup> or 143 nas<sup>m</sup>) for a total gross floor area of 432m<sup>2</sup>.

Ultimately, it is expected that an additional 3 greenhouse modules (5201m<sup>2</sup> each) will be constructed on the site (Phases 2-4, which will be done as separate projects). The final development is expected to have a total gross floor area of 1,127m<sup>2</sup> and occupy an area of approximately 0.4ha.

#### **Structural complexity and built form**

The header house can be constructed as either a prefabricated steel building or a masonry structure with lightweight steel framing. Both construction types can accommodate a variety of exterior cladding, roof profiles, exterior openings, greenhouse connections, etc.

#### **Key building components and systems:**

Water services to the proposed greenhouse will be provided from existing water main located along Principal's Road.

A new sanitary sewer is being constructed from the Outer Circle Road along Principal's Road to service Lislehurst Residence, the Rock Laboratory, the Grounds Building, and the Artist cottage (now a Forensics Science Crime Scene House). The greenhouse project will tie into that new sanitary sewer line.

The storm water management strategy will mitigate the storm water impacts associated with the proposed greenhouse without adding water to the storm water ponds located on the South part of campus. This strategy includes construction of infiltration trenches to allow runoff from the greenhouse roofs to infiltrate into the soil. This plan takes into account the size of the proposed greenhouse, characteristics of native soil, and City of Mississauga and Ontario Building Code (OBC) regulations.

An underground concrete encased primary service duct bank for primary electrical cables will bring 600-900kW of regular power at a high voltage from Outer Circle Road to an exterior utility-owned pad mount transformer adjacent to the Greenhouse perimeter fence. An exterior diesel 150kVA generator will provide power to the standby panel located in the electrical room of the header house. Battery back-up to meet OBC requirements shall be provided for the fire alarm system. Lighting systems will be designed with energy efficiency in mind while providing environmental control of the

space required satisfying UTM research initiatives. The overall design strategy will include significant attention to features that will mitigate any ambient light to surrounding areas.

#### **Accessibility**

The University is committed to students' equitable access to all of the building's facilities. Accordingly, the project must anticipate more stringent legislation under the revised Building Code (2012).

#### **Personal safety and security**

The building design will allow students, faculty, staff and visitors approved access as required. The design will be sensitive to the needs of those whose activities require security after hours. Limited areas of this building will be operational throughout the week, 24 hours a day.

#### **Building Access Systems**

Card readers will be installed on the main entry doors and on different zones of the greenhouse to manage access, and protect experiments. Any electronic security system will need to have hard key override for use by police, emergency, maintenance and custodial staff.

**Non-public areas, for example, mechanical/electrical areas, custodial rooms and telecommunication closets, will require standard lock sets: Hard keys will conform to campus-approved Medeco standards.** Servicing and Site Access (including garbage and recycling, deliveries)

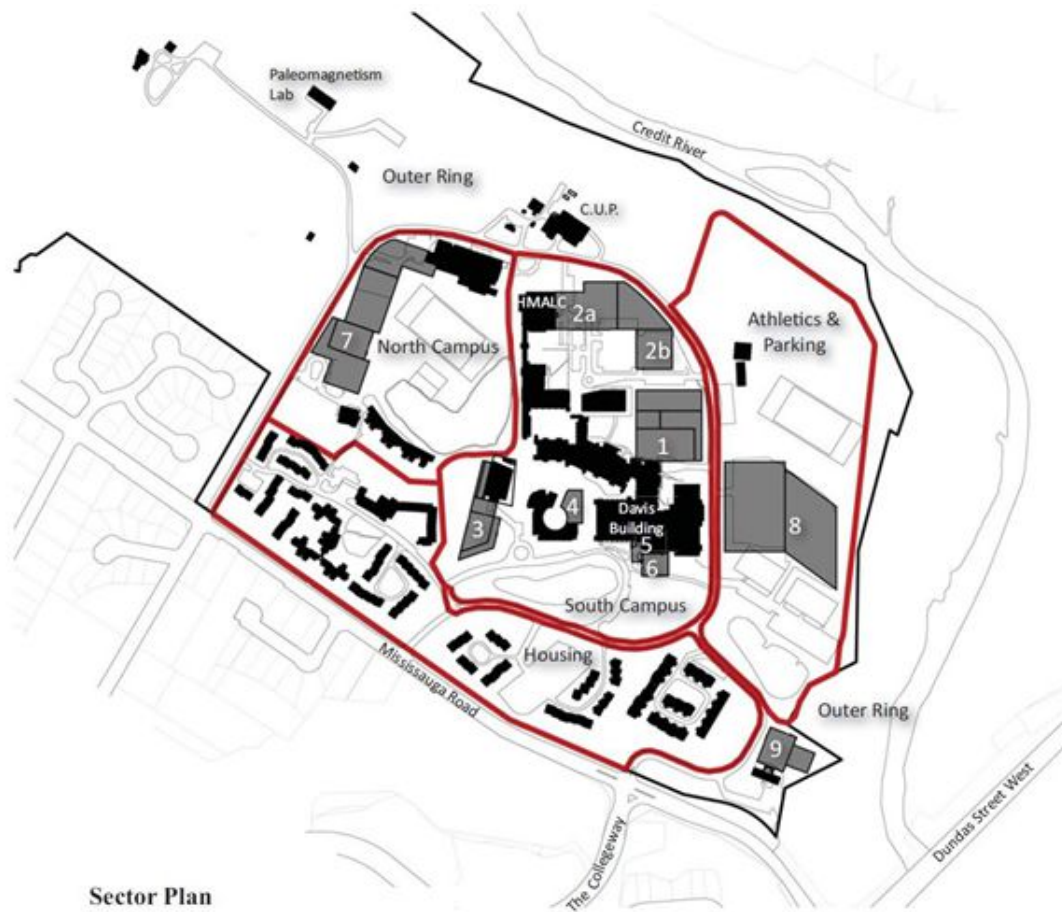
A gravel driveway will provide access from Principal's Road and will wrap around the building. A loading dock and small parking area for service vehicles will be constructed as part of the project.

#### **d) Site Considerations**

##### **Campus Planning:**

Campus planning at UTM has evolved with enrolment growth and has been guided by key principles established in the Campus Master Plan of 2000, updated in 2011. Seven major buildings have been added to the inventory at UTM since 2000, and there are two others currently under construction; their siting and massing following the planning principles set out in in the Master Plan.





**Sector Plan**

**South Campus**

- Site 1 Davis Building science expansion
- Site 2 Hazel McCallion Learning Centre (HMALC) expansion, and new building
- Site 3 Student Centre expansion, and new building
- Site 4 Kaneff Building expansion
- Site 5 Davis Building entry and tower addition
- Site 6 Davis Building student plaza expansion

**North Campus**

- Site 7 North Campus expansion

**Athletics & Parking**

- Site 8 Athletics and parking

**Outer Ring**

- Site 9 Alumni House
- Central Utilities Plant (CUP)
- Paleomagnetism Lab

**Housing**

**Zoning regulations**

The campus is identified by the Mississauga Zoning By-law 0225-2007 as Institutional. Further detail is provided under Part 12 of the By-law. The proposed site is well within minimum setbacks and other regulation lines on campus.

Although the Campus Master Plan does not include expansion of any academic, administrative, residential, or athletic facilities on the North Campus outside of the Outer Circle Road, as noted above, the area has been and will continue to be used to support formal and informal exterior research.

**Landscape and open space**

Landscaping surrounding the greenhouse will include a buffer zone and fencing to protect the glass structure of the proposed greenhouse. Surrounding the fenced area natural plant materials will be installed. Formal landscaping is neither appropriate nor planned: use of this area is limited to research-related activities.

**Soil conditions:**

Even though this site is at a relatively high point on the campus, high water tables have been found in nearby locations during the recent construction of buildings (e.g., the Instructional Centre) or other construction activities. It is possible that dewatering of the site will be required to control ground-source water during construction but given the slab-on-grade building, ongoing water management is not expected to be required.

**e) Campus Infrastructure Considerations****Servicing and fire access:**

As noted above, all services required to support the proposed greenhouse will be supplied from Principal's Road which will also act as the emergency access route

**Environmental sensitivity:**

Most of UTM's development areas lie within the Outer Circle Road (UTM Campus Master Plan 2011). One of the few exceptions are the outdoor research area(s). Numerous research and teaching programs have been taking place throughout the UTM campus for many years.

The area proposed to accommodate the research greenhouse used to be an old orchard, with most of existing growth consisting of lower bushes and invasive species. The proposal to locate the new greenhouse in this area has been endorsed by UTM's Grounds Monitoring Committee and discussed with local authorities, including the Credit Valley Conservation Authority. A study of "Species at Risk" for the entire area of the North Campus is in progress to confirm any sensitive areas, manage UTM's natural environment and prepare for anticipated local permit and provincial approval requirements. The report is expected to be complete by the end of 2013; no issues have been identified in the work undertaken to-date.

**f) Secondary Effects**

The proposed area is vacant, so there are no secondary effects.

**g) Schedule**

Project milestones are to be identified for:

- Governance approval– November 2013 to February 2014
- Consultant selection – March 2014

Project Planning Report for a Biology Greenhouse at UTM - October 31, 2013

- Design development and contract drawings March – May 2014
- Tender and award June 2014
- Mobilization and construction July 2014 – June 2015
- Commissioning and moving July 2015
- Full operational occupancy by division August 2015

#### IV. Resource Implications

##### a) Total Project Cost Estimate

The total estimated cost for the project includes estimates or allowances for the following:

- Construction costs, assuming a construction management contract strategy starting in the Summer of 2014. Construction management style was selected because the project has several independent portions that should be managed separately.
- Contingencies (typical UTM)
- Taxes
- Hazardous waste removal & disposal costs for hazardous materials (an allowance for possible soil contamination during the use of the area as an orchard)
- Site service relocates (N/A)
- Infrastructure upgrades in the sector (significant portion of the project is the construction of new gas service, water service, sanitary sewer, data & phone lines, and electrical service)
- Secondary effects (N/A)
- Demolition (N/A)
- Landscaping (minimal due to the nature and location of the greenhouse facility)
- Permits and insurance (an allowance for permits and insurance based on experience working with local authorities)
- Professional fees, architect, engineer, greenhouse consultant, and project management
- Computer and telephone terminations
- Moving and staging, decommission of labs being vacated (allowance for moving existing research operation from the W.G. Davis building)
- Furniture and equipment (research equipment is outside of the scope of work of this project and will be provided by faculty using the space; the cost estimate includes basic set up for the greenhouse incl. benches, storage shelving, shovels, houses, etc.)
- Miscellaneous costs (allowance for signage, security, other)
- Commissioning
- Donor recognition
- Escalation
- Financing costs during design & construction (no financing required)

**b) Operating Costs**

It is understood that operating costs for a greenhouse can be significant, so estimates for energy costs, maintenance costs, labor costs, transportation costs were calculated.

## Summary Projected Annual Operating Costs:

Sections 1: Energy Costs	\$ 26,000 +
Sections 2: Maintenance Costs	\$ 46,400 – \$ 60,000
Sections 3: Additional Costs	\$ 60,000
Sections 4: Transportation Costs	\$ 7,600
Sections 5: Other Costs	N/A
<hr/>	
	Total: \$ 140,000 – \$ 153,600+

**c) Other Related Costs**

None identified.

**d) Funding Sources and Cash Flow Analysis**

The Biology Greenhouse at the University of Toronto Mississauga comprising 134 nasm of a green house space and 143 nasm of header house space, to be funded from Capital Reserves derived from UTM's Operating Budget. Provision has been made in the Operating Budget to fund increased operating costs.

**e) Ancillary Projects and Joint Venture Partnerships require Business Plans and Operating Agreements**

None identified.

**V. Recommendations**

Be it Recommended to the Academic Board,

1. THAT the Project Planning Committee Report for the University of Toronto Mississauga Biology Greenhouse, dated October 31, 2013, be approved in principle; and
2. THAT the project scope to accommodate construction of the Biology Greenhouse at the University of Toronto Mississauga comprising 134 nasm of a green house space and 143 nasm of header house space, be approved in principle, to be funded from Capital Reserves derived from the UTM Operating Budget.

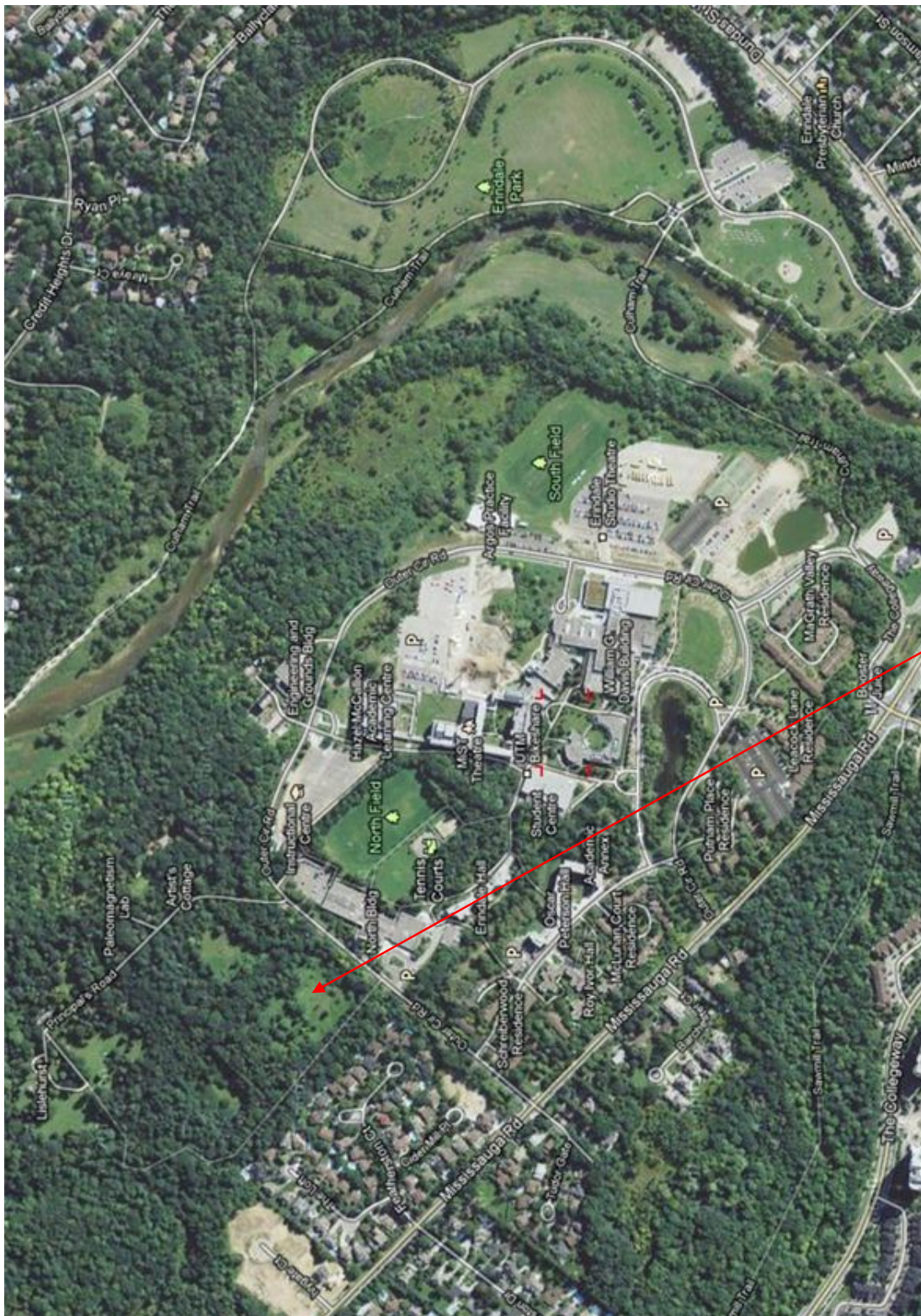
**APPENDICES:**

Appendix A: Aerial Campus Photo showing location of the proposed greenhouse

Appendix B: Total Project Cost Estimate (on request to limited distribution)

Appendix C: Operating Cost Estimate (on request to limited distribution)





Proposed greenhouse

# UTM CAMPUS COUNCIL

## May 28, 2014

Professor Ulrich Krull  
Vice-Principal, Special  
Initiatives





# VICE-PRINCIPAL: SPECIAL INITIATIVES

4

- OVERSEES MAJOR NEW INITIATIVES OF UTM-WIDE SCOPE
- ENGAGES WITH APPROPRIATE ACADEMIC UNITS
- WORKS COLLABORATIVELY TO ENGAGE EXTERNAL STAKEHOLDERS
- WORKS CLOSELY WITH SENIOR ADMINISTRATION TO DEVELOP FINANCE AND BUSINESS PLANS
- REPRESENTS UTM AT SELECTED EXTERNAL ORGANIZATIONS

The VP-Special Initiatives position allows exploration and potential instigation of major strategic opportunities for UTM – a catalytic role deriving guidance from academic and strategic planning

It is a position that asks “what if” in response to aspirations

# MOTIVATION

4

How can UTM in a tri-campus University of Toronto system address core quality and concurrently offer complementary opportunities for the system?

# UTM OPPORTUNITIES

4

Talent agenda – student experiential learning

## Partners

City, and Mississauga Board of Trade

Research Innovation Commercialization Centre

Advantage Mississauga

*Career Centre - new job-preparedness program,  
deemed suitable for the Co-Curricular Record*

# UTM OPPORTUNITIES

4

Support of entrepreneurship education and activities:

The Campus-Linked Accelerator Program and  
development of the Innovation Cube (I-Cube) associated  
with the Institute for Management and Innovation

Partnering with the:

Research Innovation Commercialization Centre  
Banting and Best Centre for Innovation and Entrepreneurship

# UofT COLLABORATIVE OPPORTUNITIES

4

Institute for Management and Innovation:

**Master of Urban Innovation program (proposal development)**

Faculty of Medicine:

**Master of Translational Research in the Health Sciences (MHSc),  
launching in Sept/15 (interactions with IMI, ICCIT, MScBMC)**

City of Mississauga – assisting with:

- Planning for commercialization/innovation/accelerator centre
- Life sciences initiatives; hiring of new City staff appointee
- New Office for Emergency Management; internship students, faculty contacts and presentation material for City Council

7



### Life Sciences

Mississauga's Life Sciences sector began in the 1960's with one company and today it is the third largest cluster in Canada.

[Find out more...](#)



### Automotive & Aerospace Clusters

The automotive and aerospace sectors are the manufacturing engine of Ontario's economy.

[Find out more...](#)



### Financial Services

Mississauga is a key player in the global economy, with a growing and dynamic Finance, Insurance and Real Estate (FIRE) sector.

[Find out more...](#)



### Information & Communications Technologies

The Mississauga ICT cluster continues to be a major catalyst for growth, powering advances in all sectors and synergies for further innovation.

[Find out more...](#)

**Developing  
programming  
that reflects  
the needs of  
the  
community:**

# WHY? – These sectors represent the major local receptors for our graduates

Life Sciences -----	Institute for Management and Innovation; Mississauga Academy of Medicine
Finance, Insurance, Real Estate -----	Institute for Management and Innovation
Information and Communication -----	Institute of Communication, Culture, Information and Technology
Automotive and Aerospace -----	????????????????????????????????



# Directions being explored for Undergraduate courses/programs

<b>Undergraduate</b>			
Year 1	Year 2	Year 3	Year 4
MIS Minor	MIS Minor	MIS Minor	
	Biotechnology revised + MIS Minor	Biotechnology revised + MIS Minor	Biotechnology revised + MIS Minor
Core course; management of innovation for sciences	CHM299Y Team Innovation Projects	CHM399Y Team Innovation Projects	499Y - industry internships  Advanced Interdisciplinary Research Lab, AIRLab
CHM ENG + MIS Minor	CHM ENG + MIS Minor	CHM ENG + MIS Minor	CHM ENG + MIS Minor
IAS Major + MIS Minor	IAS Major + MIS Minor	IAS Major + MIS Minor +	IAS Major + MIS Minor +
		PEY	PEY

MIS - Management of Innovation for Sciences

IAS - Integrative Applied Sciences

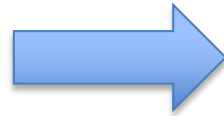
# Directions being explored for Graduate courses/programs

Graduate Masters	PhD	Post-graduate PhDs
MSc Integrative Sciences - focus on medical and environmental technologies and applications	PhD Integrative Sciences - focus on medical and environmental technologies and applications	Training program in science innovation and business; core course + science consultant role
M.Biotech streaming to include medical technology; joint courses with Integrative Sciences	M.Biotech entrepreneurship team course	
MScSM joint courses with Integrative Sciences with environmental overlap	Core courses in Integrative Sciences serve as elective courses in Innovation for other PhD students	
MSc FSc	Continuing Education Certificate in Professional Development - Business Practices for Scientists REVISED	
M.Eng course offerings at UTM		

**TRADITIONALLY THE ACADEMIC  
STRUCTURE OF A LARGE UNIVERSITY  
TENDS TOWARDS  
DISCIPLINARY SEPARATION**

# UTM – A UNIQUE PERSPECTIVE

- Anthropology
- Art
- Astronomy
- Cell and Systems Biology
- Chemistry
- Cinema
- Classics
- Computer Science
- Drama
- Ecology and Evolutionary biology
- Economics
- English
- French
- Geology
- German
- Italian
- History
- Management
- Mathematics
- Physics
- Political Science
- Psychology
- Religion
- Sociology
- Statistics



- Anthropology
- Biology
- Chemical and Physical Sciences
- Economics
- English and Drama
- Language Studies
- Geography
- Historical Studies
- Management
- Mathematical and Computational Sciences
- Philosophy
- Political Science
- Psychology
- Sociology
- Visual Studies

DEPARTMENTAL STRENGTH AT THE  
DISCIPLINARY/RESEARCH CORE

AND

FACILITATION OF CROSS-DISCIPLINARY  
UNDERGRADUATE/GRADUATE PROGRAMMING  
AND RESEARCH

# FURTHER FACILITATION OF INTERACTIONS

- Anthropology
- Biology
- Chemical and Physical Sciences
- Economics
- English and Drama
- Language Studies
- Geography
- Historical Studies
- Management
- Mathematical and Computational Sciences
- Philosophy
- Political Science
- Psychology
- Sociology
- Visual Studies

INSTITUTE OF CULTURE,  
COMMUNICATION,  
INFORMATION AND TECHNOLOGY

INSTITUTE FOR MANAGEMENT  
AND INNOVATION

CENTRE FOR SOUTH ASIAN  
CIVILIZATIONS

# ? UNIQUE POSITIONING WITHIN THE UNIVERSITY ?

4

INSTITUTE OF CULTURE, COMMUNICATION,  
INFORMATION AND TECHNOLOGY

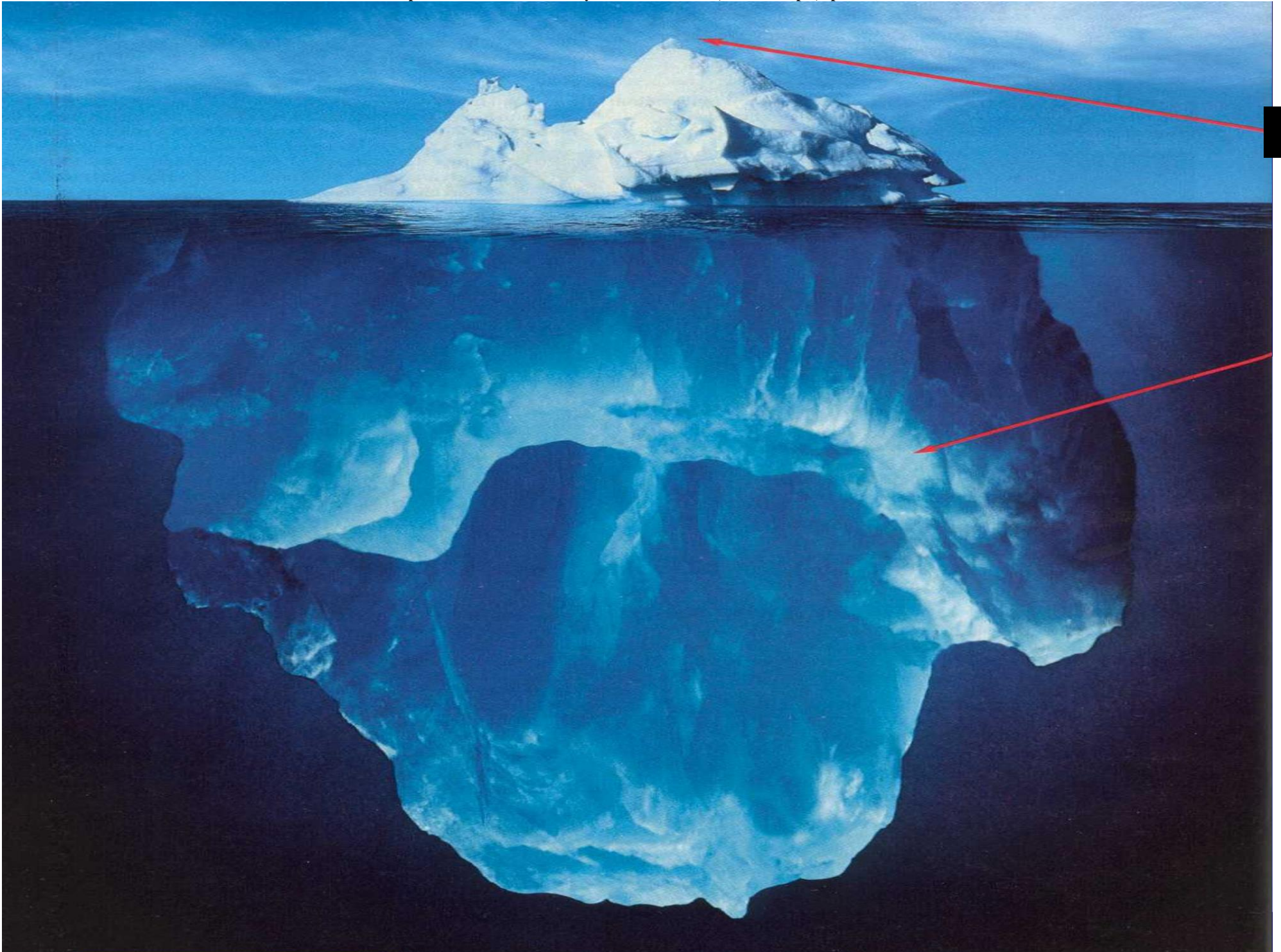
INSTITUTE FOR MANAGEMENT AND INNOVATION

*AN INSTITUTE FOR ARTS AND HUMANITIES?*

*AN INSTITUTE FOR INTEGRATED BIOMEDICAL SCIENCES  
AND COMMUNITY HEALTH?*

*AN INSTITUTE FOR SECURITY, SAFETY AND FORENSICS?*







**ACADEMIC AFFAIRS COMMITTEE**  
**YEAR 2 →**

# COMMITTEE TO REVIEW THE CAMPUS COUNCILS

## Recommendations to Enhance Current Practice:

### c) Increasing the amount of meaningful discourse.

- Invite additional expertise on an *ad hoc* basis to inform discussion related to items such as academic programs.
- Implement mechanisms which address the specific need for open and robust dialogue of academic matters with the participation of the senior academic Administrators.
- Provide information on proposals that are in planning and development stages and which may potentially come before the the governance body at a later time.

### d) Awareness of and Participation in the Governance Process

State that an expectation of membership in a governing body is to communicate news of the business of governance to members of their estates.

## APPROVALS

- **69 new courses and a host of minor undergraduate curriculum changes**
- **2 new minor programs: Forensic Science & Education Studies**
- **Master of Management and Professional Accounting (MMPA) 12 month program**
- **New Combined Degree Programs: Masters of Science in Sustainability Management (MScSM) & Honours Bachelor of Science & Honours Bachelor of Arts, UTM Geography**
- **Closures: Human Resources Specialist program & Human Resources and Industrial Relations (HRIR) Major program**

## RECEIVED FOR INFORMATION

- **External Reviews of Academic Departments**
  - Economics
  - Sociology
  
- **Annual Reports**
  - UTM Library
  - Committee on Standing, Office of the Registrar
  - Academic Appeals Subcommittee

## STRATEGIC TOPIC PRESENTATIONS

- **Accommodations for Students with Disabilities**
- **First Year Academic and Transition Support**
- **Admissions & Enrolment**
- **International Academic Priorities**
- **Office of the Vice-Principal Research**
- **Student Academic Societies**

# THANKS TO THOSE WHO FACILITATE THE WORK OF THIS COMMITTEE

- **Vice-Principal Academic and Dean, Amy Mullin**
- **Secretary to Governing Council, Louis Charpentier**
- **UTM Director of Governance, Cindy Ferencz Hammond**
- **Committee Secretary, Mariam Ali**
- **Committee Members**



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** UTM Campus Council

**SPONSOR:** Scott Mabury, Vice President, University Operations

**CONTACT INFO:** 416-978-7116, [scott.mabury@utoronto.ca](mailto:scott.mabury@utoronto.ca)

**PRESENTER:**

**CONTACT INFO:**

**DATE:** May 21, 2015 for May 28, 2015

**AGENDA ITEM:** 6

**ITEM IDENTIFICATION:**

Report on UTM Capital Projects.

**JURISDICTIONAL INFORMATION:**

The UTM Campus Council reviews reports with respect to Capital Projects of the University. Further to Section 5.1 of the UTM Campus Council Terms of Reference, the UTM Council has responsibility for UTM capital plans, projects and space.

**PREVIOUS ACTION TAKEN:**

The *Report of Capital Projects* as at May 7, 2015, highlighting UTM's capital expansion program was submitted to the Campus Affairs Committee for information at its meeting on April 27, 2015.

**HIGHLIGHTS:**

A report highlighting the capital projects on the UTM campus has been prepared for information for the UTM Campus Council. The report provides information on projects on the UTM campus over \$2 million that are “occupied” or “currently under construction”.

**FINANCIAL IMPLICATIONS:**

There are no financial implications.

**RECOMMENDATION:**

For information.

UTM CAMPUS COUNCIL APPROVED CAPITAL PROJECTS  
OCCUPIED  
 as at May 7, 2015

GC APPROVAL		DATE	TPC BUDGET (\$ M)	OCCUPANCY DATE	COMMENTS
-------------	--	------	----------------------	----------------	----------

**Projects Started in 2012**

Innovation Complex P300-12-116	June 2012	\$35.00	September 2014	Completed on-schedule Under budget estimate \$1.9M
Deerfield Hall (North Building) Phase A P300-12-008	February 2012	\$58.40	August 2014	Completed on-schedule Under budget estimate \$2.3M

**Projects Started in 2014**

UTM Biology Teaching Lab Renovations P300-13-060	March 2014	\$4.58	February 2015	On Budget
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**UTM Campus Council - Report on UTM Capital Projects – as at May 7, 2015 (for information)**

UTM CAMPUS COUNCIL APPROVED CAPITAL PROJECTS  
UNDER CONSTRUCTION  
 as at May 7, 2015

		GC APPROVAL			
	DATE	TPC BUDGET (\$ M)	EXTERNAL APPROVALS DATES	COMMENTS - TARGET DATES	
<b>Projects Started in 2014</b>					
Deerfield Hall (North Building) Phase B P300-14-002	June 2014	Pending confirmation		Construction Start - TBD Project Completion - September 2017 % Construction Complete - 0 Other Notes: Awaiting government decision on capital request	
Greenhouse P300-13-112	March 2014	Pending confirmation	Building Permit - April 8, 2015	Construction Start - as soon as approvals are received; project is ready to award pending approval of budget increase Project Completion - October 2015 % Construction Complete - 0 Other Notes: The project's tendered results came over budget. The project has been re-designed while maintaining the scope of the project. The re-tendered bids were opened on April 24	
<b>Projects Started in 2015</b>					
Parking Deck #2 P300-14-119	March 2015	Pending confirmation		Construction Start - TBD Project Completion - TBD % Construction Complete - 0 Other Notes: Project deferred one year to Summer 2016	

Notes:

<p><b>External Approvals</b>                  Dates: Dates that are noted are anticipated dates or dates that approval was received.                  Project completion is defined as Substantial Completion</p>
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**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL  
REPORT NUMBER 12 OF THE AGENDA COMMITTEE**

**MAY 14, 2015**

To Campus Council,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on May 14, 2015 at 4:50 p.m. in Room 3214, Conference room, William G. Davis Building, at which the following were present:

Mr. John Switzer, Chair  
Professor Hugh Gunz, Vice-Chair  
Professor Deep Saini, Vice-President &  
Principal  
Mr. Lee Bailey  
Mr. Jeff Collins  
Ms Megan Jamieson  
Dr. Joseph Leydon  
Mr. Leonard Lyn

Ms Judith Poë

**Secretariat:**

Mr. Louis Charpentier, Secretary to Governing  
Council  
Ms. Cindy Ferencz Hammond, Director of  
Governance  
Ms. Mariam Ali, Committee Secretary

**1. Chair's Remarks**

Professor Hugh Gunz, Vice-Chair, welcomed members to the meeting and advised that Mr. John Switzer regretfully would not be able to chair the meeting held on May 28, due to a prior commitment.

**2. Agenda for the Meeting of the UTM Campus Council, Thursday, May 28, 2015**

The Committee discussed and approved the agenda for the UTM Campus Council meeting, which would be held on May 28, 2015.

**CONSENT AGENDA**

**3. Date of Next Meeting** – Tuesday, June 9, 2015, 4:10 p.m. (reserve date)

**4. Report of the Previous Meeting** – Report 11 – April 8, 2015

The consent agenda was adopted and the item requiring approval (Item 4) was approved.

The Chair reminded members that the next meeting of the Committee was a reserve date scheduled for Tuesday, June 9 in Room 3214 Conference Room, William G. Davis Building. He advised the Secretariat would provide notice if the reserve meeting dates were to be cancelled.

**5. Other Business**

A member thanked Mr. John Switzer for the leadership he has provided throughout the year, and for demonstrating the importance of community members and their commitment to UTM. Professor Saini remarked that Mr. Switzer had provided a critical direction and guidance during the first two years of the new governance structure at UTM.

The meeting adjourned at 5:11 p.m.

\_\_\_\_\_  
Secretary  
May 19, 2015

\_\_\_\_\_  
Chair

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL  
REPORT NUMBER 12 OF THE ACADEMIC AFFAIRS COMMITTEE**

**APRIL 30, 2015**

To the Campus Council,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on April 30, 2015 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Ms Judith Poë, Chair  
Professor Angela Lange, Vice-Chair  
Professor Amy Mullin, Vice-Principal Academic  
and Dean  
Professor Bryan Stewart, Vice-Principal,  
Research  
Dr. Kelly Akers  
Professor Tracey Bowen  
Professor Craig Chambers  
Ms Diane Crocker  
Ms Sara da Silva  
Professor Charles Elkabas  
Ms Jessica Eylon  
Professor Claudiu Gradinaru  
Ms Paula Hannaford  
Professor Kelly Hannah-Moffat  
Ms Shelley Hawrychuk  
Dr. Nathan Innocente  
Professor Heather Miller  
Ms Stacey Lynn-Paiva  
Professor Robert Reisz  
Professor Todd Sanders  
Dr. Joan Simalchik  
Professor Sasa Stefanovic  
Professor Alison Syme  
Professor Sergio Tenenbaum  
Mr. Ian Whyte, Chief Librarian  
Dr. Daniel Zingaro

**Non-Voting Assessors:**

Ms Yen Du, Program and Curriculum Officer  
Prof. Ulli Krull, Vice-Principal, Special  
Initiatives

**Secretariat:**

Ms Mariam Ali, Committee Secretary

Mr. Mark Overton, Dean, Student Affairs

**Regrets:**

Ms Farishta Amanullah  
Professor Ron Buliung  
Dr. Louis Florence  
Mr. Kevin Golding  
Dr. Monika Havelka  
Dr. Stuart Kamenetsky  
Professor Yael Karshon  
Professor Bernard Katz  
Professor Anna Korteweg  
Ms Genevieve Lawen  
Mr. Sheldon Leiba  
Ms Alice Li  
Professor Peter Loewen  
Ms Maaham Malik  
Ms Mariam Munawar  
Professor Kent Moore  
Professor Emmanuel Nikiema  
Professor Brian Price  
Dr. Christoph Richter  
Ms Laura Sedra  
Professor Ed Schatz  
Ms Grayce Slobodian  
Professor Holger Syme  
Professor David Francis Taylor  
Mr. Kumar Thapliyal  
Professor Mihkel Tombak  
Professor Anthony Wensley  
Professor Rebecca Wittman  
Dr. Kathleen Wong  
Professor Xiaodong Zhu

**1. Chair's Remarks**

The Chair welcomed members to the meeting and reflected on the Committee's work this past year. The Chair provided an overview of the Committee's decisions and items for consideration, which included the new minors in Forensic Science and Education Studies, closures of the Human Resources Specialist and Human Resources and Industrial Relations major program, new combined degree programs as well as new courses. She noted that the Committee also received presentations on important topics to the university community such as accommodations for students with disabilities, first year academic and transition support, student academic societies and admissions and enrollment. The Chair thanked members for their contributions during the year and for continuing to show great interest and provide valuable advice on matters that fell within the terms of reference of the AAC.

## **2. International Academic Opportunities: Presentation by Mr. Dale Mullings, Assistant Dean, Students & International Initiatives, Student Affairs & Mr. Andrew Sedmihradsky, Global Mobility Coordinator, International Education Centre**

The Chair invited Mr. Dale Mullings, Assistant Dean, Students & International Initiatives, Student Affairs and Mr. Andrew Sedmihradsky, Global Mobility Coordinator of the International Education Centre, to present<sup>1</sup> on international academic opportunities. Mr. Mullings noted that strengthening and deepening key international partnerships was among the President's priorities. He explained that the goal of his office was to enhance global citizenship, student mobility and the fluency of students by looking at institutional partnerships with a strategic approach. Mr. Sedmihradsky provided an overview of available study abroad options, course based exchanges and summer research projects. Mr. Mullings noted that an area of opportunity was the current participation rate for UTM and UofT, which was less than 1 percent, compared to the Canadian average of 3 percent, one of the lowest numbers among Organization for Economic Co-Operation and Development (OECD) countries. He remarked that moving forward, UTM planned to create more opportunities for research partnerships, as well as identify linkages with international institutions that would complement programming at UTM, for example a partnership with the Hong Kong Chinese Cultural Centre for East Asian studies. Mr. Mullings invited staff and faculty to work with the International Education Centre in identify schools in their field of expertise, streamline course equivalences and promote available international academic opportunities to students.

In response to a member's question, Mr. Mullings advised that students often believed that study abroad options resulted in a longer completion time to graduation, however that was not the case and the IEC was working towards creating awareness for students on course equivalency options. In response to another question, Mr. Mullings advised that residence would be guaranteed for students that participate through UTM, however not for study abroad options through St. George.

## **3. Report from the UTM Research Office: Professor Bryan Stewart, Vice-Principal, Research**

The Chair invited Professor Bryan Stewart, Vice-Principal, Research to begin his presentation<sup>2</sup> on Research at UTM. Professor Stewart informed members that the mandate of the UTM Research Office was to be competitive on the national and international stage, promote a culture of research excellence and engage in research communication, outreach and partnership. The Research Office had developed several activities to promote these values including the UTM Research Council, which met on a monthly

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

<sup>2</sup> A copy of the presentation is attached as Attachment B.

basis and discussed research issues and items that impact research. Other activities included the Excellence Lectureship, UTM Spring Book Launch and Thirsty Thursdays, a research and networking social. Professor Stewart advised members of progress made on three new internal funding opportunities at UTM, which included, research planning grants, the Jackman Humanities Institute Annual Seminar and UTM Working Groups. He added that the Research and Scholarly Activity Fund had supported research for 38 UTM faculty during its first three competitions, totalling \$347,000, and that the Outreach, Conference, and Colloquia Fund had supported 15 UTM faculty, totalling \$22,000. Professor Stewart highlighted research at UTM by providing members an overview on several research endeavors on campus and recent funding awards.

In response to a member's question, Professor Stewart provided a breakdown of the success rate at the Social Sciences and Humanities Research Council (SSHRC) for UTM, which was at 44 percent. He added the Natural Sciences and Engineering Research Council of Canada (NSERC) success rate was 78 percent, which was also above the national average.

#### **4. Annual Report (2013-14): UTM Library**

The Chair invited Mr. Ian Whyte, Chief Librarian, UTM to provide a summary of the annual report of the UTM Library<sup>3</sup>. Mr. Whyte highlighted the strategic areas which the UTM Library had focused on in the past year, and which were aligned with the UTM Academic Plan and the UTL Libraries Strategic Plan. These included digital collections, expanding capacity to support research data services, enhancing the experience of students and faculty, adding support for scholarly communications and copyright, and revitalization of spaces and technologies. In response to a member's question, Mr. Whyte noted that the Library would also begin digitization of large collections currently housed in departments. In response to a member's question, Mr. Whyte noted that the Library required at minimum one week to provide hyperlinked course syllabi.

#### **5. Annual Report (2013-14): Committee On Standing, Office of the Registrar**

The Chair invited Ms Diane Crocker, Registrar & Director of Enrolment Management to present the annual report on the Committee On Standing (COS). Ms Crocker informed members that the COS reviewed all appeals for petitions decisions made by the Office of the Registrar. She provided an overview of the various types of petitions assessed by the Office of the Registrar, which totalled 3944 in the given period from 2013-14. Ms Crocker noted that the most common petition type was the first deferral of unwritten examinations in April, with a total of 829 petitions. During the period being considered, the Office of the Registrar received petitions from 31 percent of the enrolled population, and 15 percent of these were deferred exams. She informed members that COS had reviewed cases for 26 students, which totalled 29 petitions.

In response to a member's question, Ms Crocker advised members that the Office of the Registrar was not able to block students from enrolling in more than 6.0 credits during the semester, however would contact those students who had enrolled in order to advise them of the appropriate academic support available for a heavy course load. Professor Mullin added that the decision not to block students was made centrally, by the Office of the Provost.

---

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

## 6. Annual Report (2013-14): Academic Appeals Subcommittee

The Chair advised members that the Committee received an annual report on the Academic Appeals Subcommittee, which had been included in the documentation. There were no questions.

## 7. Other Business

There was no other business brought forward.

## 8. Assessors` Report

Professor Mullin updated members on items that were planned for the calendar of business throughout the year, stating that many were still in progress and would likely come to governance in the 2015-16 academic year. Professor Mullin discussed the upcoming UTM External Review and advised members of opportunities for input, noting that the terms of reference had been widely circulated to the UTM community. She noted that the three external reviewers were from University of Western Ontario, McGill University and the University of California, Berkeley. Professor Mullin advised members that academic departments as well as the Office of Research, Robert Gillespie Academic Skills Centre and the Equity and Diversity Office would prepare 5 page reports for the review. In response to a member's question, Professor Mullin advised that information regarding prior external reviews could be included in the documentation prepared by each department, in a summary format.

## CONSENT AGENDA

On motion duly moved, seconded, and carried

### YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 9 - Report of the Previous Meeting, be approved.

## 9. Report of the Previous Meeting: Report 11 – March 26, 2015

### 10. Business Arising from the Report of the Previous Meeting

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

The Chair thanked members for their contributions as well as the Secretariat and Assessors. She informed members the next meeting of the Committee would be held in fall, 2015.

The meeting adjourned at 5:45 p.m.

\_\_\_\_\_  
Secretary  
May 12, 2015

\_\_\_\_\_  
Chair

# UTM International Academic Opportunities

Dale Mullings - Assistant Dean, Students & International Initiatives  
Andrew Sedmihradsky, Global Mobility Coordinator



## Relevance

President Gertler - Towards 2030 - 3 Priorities

- **#2. Strengthen and deepen key international partnerships**
  - **Goal: Enhance global citizenship, fluency of students**
    - **Key Elements:**
      - **Institutional partnerships: strategic approach**
      - **Student mobility: outbound, inbound**



## UTM Study Abroad Options

### Exchange

- Fall / Winter / Full Year / Summer coursework
- Summer research
- Internships
- Inbound – coursework + IROP program

### Study in Florence Program

### Summer Abroad



## What is Course Based Exchange?

- Students attend regular classes at one of our international partner institutions
- Students remain enrolled at UTM and pay their regular tuition & incidental fees
- Similarly, we receive students from our international partner institutions to balance the mobility agreement over a defined period of time





## Video

**IEC** International  
Education  
Centre

7

## What is Summer Research?

- **8-12 week research projects at an international partner university**
- **Earn U of T academic credit for their research exchange (e.g. ROP3XX)**
- **Take additional courses or participate in cultural experiences**
- **A similar arrangement brings students to UTM for the International Research Opportunities Program (IROP)**

**IEC** International  
Education  
Centre

3

## Video

**IEC** International  
Education  
Centre

7

## Where can UTM Students Go?

**UTM has - 117 Partner Institutions in 37 Countries**

**The #1 university in Asia and the leader of research and education in Japan**

**University of Tokyo**

**The #5 university in the world and #1 university in the UK for research strength, home to 29 Nobel Prize winners**

**University College of London**

**IEC** International  
Education  
Centre

4

## Our Partners

The #1 university in Australia, the #2 university worldwide for education

**University of Melbourne**

The home to 23 university-level research centres and three Research Centres of Excellence

**National University of Singapore**

The sixth-oldest university in the English-speaking world and home to Arthur Conan Doyle, Alexander Graham Bell and Charles Darwin

**University of Edinburgh**

**IEC** International  
Education  
Centre

## Additional Options

### Experiential Learning Office

- Internship, senior project and field course opportunities abroad
- Program Areas: Environment, Biology, Forensic Science, CCIT

### Study in Florence

- Organized by The Department of Language Studies
- An opportunity to study 3.0 U of T Italian credits each fall with U of T professors and their Italian counterparts in Florence, Italy

**IEC** International  
Education  
Centre

## Additional Options

### Study in Florence Student Perspective:

*“Studying in Florence, allowing me to jump right into Italian life, made me appreciate and understand Italian culture and civilization even more because, for the first time, I wasn’t just told about Italy and Florence from teachers or from a text; I was living it firsthand.”*



## Additional Options

### Summer Abroad

- **Organized by Woodsworth College**
- **UTM students study U of T Faculty of Arts & Science credits with U of T faculty overseas**
- **3-6 week opportunities in over 35 courses**
  - E.g. Shakespeare in England – classroom + field trips



## The Numbers

### 2012 – 2014

Exchange	7.8	UTSC Exchange	15.6
Summer Research	0		
Incoming Exchange	9		
Study in Florence	20		
Summer Abroad	196		



## Student Perceptions

### Major Barriers

Exchange is too expensive

*Truth: There is generous funding available – that sometimes goes unclaimed.*

Solutions: Increasing awareness of funding opportunities; expanded UTM specific funding

Exchange does not allow me to study towards my degree

*Truth: Transfer credits are pre-approved in consultation with UTM before students head overseas.*

Solutions: Identifying 3-5 partner institutions with departmental input; establishing structured student pathways

**60% of students would like to go on exchange**



## The Numbers

### 2012 - 2014

Exchange	7.8
Summer Research	0
Incoming Exchange	9
Study in Florence	20
Summer Abroad	196

### 2014 - 2015

Exchange	20.5
Summer Research	9
Incoming Exchange	13
Study in Florence	17
Summer Abroad	N/A



## Emerging Trends + Opportunities

1. **Canadian International Strategy**
  - OCED Countries Comparators
  - Canada's Outbound National Average
  - UTM Outbound Average
2. **Research & Internships**
  - Summer Research Projects
  - International Research Opportunities Program
3. **Structured Embedded Exchange (SEE)**
  - 2 + 1 + 1



## Call To Action

**Identify**

**Streamline**

**Promote**

**IEC** International  
Education  
Centre

7

## Questions + Collaborations

**Dale Mullings**

[dale.mullings@utoronto.ca](mailto:dale.mullings@utoronto.ca)

**Andrew Sedmihradsky**

[andrew.sedmihradsky@utoronto.ca](mailto:andrew.sedmihradsky@utoronto.ca)

**IEC** International  
Education  
Centre

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## Research @ UTM

Bryan Stewart

Vice-Principal Research



### Office of the Vice-Principal Research

Our Goal is to Enhance and Facilitate Research in the following ways:

- help UTM researchers be competitive on the national and international stage
- promote a culture of research excellence
- engage in research communication, outreach, and partnership

2





## Office of the Vice-Principal Research

- UTM Research Council
- Internal research funding competitions
- Research Excellence Lectureship
- Graduate Research Excellence Celebration
- UTM Celebration of books

3



## Research @ UTM

### **Research and Scholarly Activity Fund**

- Has supported research of 38 UTM faculty in first 3 competitions
  - Total support of \$347,000

### **Outreach, Conference, and Colloquia Fund**

- Has supported the conference and outreach activity of 15 UTM faculty
  - Total support of \$22,000

4



## Research @ UTM

### Three New Internal Funding Opportunities

- Research Planning Grants
- UTM / Jackman Humanities Institute Annual Seminar
- University of Toronto Mississauga Working Groups

5



## Some of our Recent Events

The collage features three overlapping posters. The top poster is titled 'CELEBRATION OF BOOKS' and mentions an all-day event featuring a diverse range of UTM authors and their books, held on Wednesday, April 23, at 5:00pm in the UTM Student Centre. The bottom-left poster is for an 'Innovation and Partnerships: Information Session' on Wednesday, April 22, at 10:00-12:00 in room DN-2214. The bottom-right poster is for the 'UTM Annual Research Excellence Lecture' by Professor Kamran Khanji, titled 'Self-Similarity and Universality in Natural Sciences and Mathematics', held on Thursday, January 26, at 6:00pm in the UTM Student Centre.

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## Outreach



>50 UTM grad and undergraduate students taking science into local elementary and high schools

7



## UTM Hosts the National Announcement of Canada Research Chairs



8



## Research Success @UTM

9



Tier-I Canada Research Chair in  
Mechanisms and Features of Social Behaviour




Professor Joel Levine  
UTM Biology

- Joel investigates the molecular and genetic mechanisms that underlie social behaviour
- Uses fruit flies to investigate how behaviour influences group dynamics and social interactions
- Particularly focused on the genes and cells of circadian clocks understanding how biological clocks within the brain and other tissues regulate social interactions.


10





Canada Foundation  
for Innovation  
Fondation canadienne  
pour l'innovation



Centre for Cancer Stem Cell Therapeutics




Professor Patrick Gunning  
UTM Chemical & Physical Sciences

- \$6 million CFI/ORF/UofT investment
- Renovate and equip new chemistry, cell biology, microscopy, NMR facilities, and high performance computing
- Investigators at UTM, UofT, Calgary, Sick Kids and Princess Margaret hospitals

11




Role of nucleosome composition and histone variant exchange in associative learning and memory



Professor Iva Zovkic  
UTM Psychology

- Iva's research focuses on the neurobiological mechanisms of memory.
- She is particularly focused on epigenetics mechanisms and how epigenetic modifications regulate access to DNA
- Iva was recently awarded \$285K by NSERC, which includes a five-year Discovery Grant along with a three-year NSERC Accelerator Grant, for her research

12



SSHRC  CRSH

Employment Discrimination in Hiring People with Disabilities: An Audit Study



Professor David Pettinicchio  
UTM Sociology

- David is a sociologist who is interested in political sociology, law and society, and social movements
- David's work will evaluate discrimination against people with disabilities that vary according to the type of disability and labour market
- He was just awarded over \$183K in the SSHRC Insight Grant competition for his project

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SSHRC  CRSH

The 'Lost' Mughal Pensioners of Banaras: 'Diasporic' Families, Memory and Urban History in South Asia, Eighteenth Century to the Present



Professor Malavika Kasturi  
UTM Historical Studies

- Malavika's areas of research include women in South Asia, Hindu, colonial and post-colonial law, and popular religion and the public sphere under colonialism
- Examines northern Indian city of Banaras (or Kashi) and its representation in British travel writings, photos and tourist literature
- She was just recently awarded over \$155K by SSHRC in the latest Insight Grant competition for her research

14



## Annual Report 2013-14

University of Toronto Mississauga Library  
Ian B. Whyte, Chief Librarian



## Agenda – Highlights of Report

- Digital collections
- Expanding capacity to support research data services
- Enhancing the experience of students and faculty
- Adding support for scholarly communications and copyright
- Revitalization of spaces and technologies

# Digital Collections

**JOMON PERIOD ARCHAEOLOGY: THE YAGI PROJECT**  
 縄文時代の考古学~八木プロジェクト

PHOTOGRAPH BY IMMA YABU

About Artifacts Archive Inventories Research Notes Maps Photos Bibliography Blog The Team

**A Collaborative Project at the University of Toronto Mississauga**

Jomon Period Archaeology: The Yagi Project  
 縄文時代の考古学~八木プロジェクト

The Yagi Project website is a collaborative project between Professor Gary Crawford at the University of Toronto Mississauga (UTM) in the Anthropology Department, Dr. Chen Shen, Senior Curator, Bishop White Chair of East Asian Archaeology at the Royal Ontario Museum, and the Hazel McCallion Academic Learning Centre at UTM (HMACLC).

The purpose of this website is to provide online information about the international research projects that were conducted at the Hamanetsuno and Yagi excavation sites from 1973 to 1980, and to present the materials that form the archival collection preserved in the HMACLC.

The goal of the Yagi Project was to study life in a northern community during the Early Jomon Period, a time frame that covers approximately 1500 years of Japanese prehistory (~5000 – 3500 BCE). This website offers an opportunity to view a portion of this valuable collection of articles, artifacts, documents, photographs, maps, and 3D scans that continue to contribute to our knowledge of life in early Japan.



[library2.utm.utoronto.ca/yagiproject/](http://library2.utm.utoronto.ca/yagiproject/)

3

# Digital Collections

**UNIVERSITY OF TORONTO MISSISSAUGA**

**The Erindalian, The Medium and The Medium II Collection**

The Erindalian The Medium and The Medium II – Student Newspapers of The University of Toronto, Mississauga.

About Collection

757 results

Vol 1: The Erindalian November 14, 1968  
 Vol 1: The Erindalian November 22, 1968  
 Vol 1: The Erindalian January 17, 1969 (Volume Jan 17, 1969)  
 Vol 1: The Erindalian January 24, 1969 (Volume Jan 24, 1969)  
 Vol 1: The Erindalian January 31, 1969 (Volume Jan 31, 1969)



[archive.org/details/erindalianmedium](http://archive.org/details/erindalianmedium)

4



## Digital Initiatives

Home Videos Map Educational Materials Additional Resources About Embed Code

### Travels of the Lute: A Digital Humanities Resource for Teaching and Learning World History

World History has become an increasingly popular subject in both secondary and post-secondary curricula. This trend helps teachers impart to their students a fuller appreciation of the diversity of human cultures and a better grasp of the implications of globalization, but it also presents significant challenges. For teachers, the popularity of World History often means teaching far beyond any one area of expertise, while for students, it means navigating a very broad range of material.

Contributors to the Travels of the Lute come to the project from different academic fields and musical traditions, but they share an interest in creating resources that will help teachers and students at the high school, college, and university levels learn more about World History and teach it more effectively. In particular, this project offers resources that are designed to help instructors and students better understand "connection", a central theme in World History, through the examination of one extended family of musical instruments. These



[library2.utm.utoronto.ca/travelsofthelute/](http://library2.utm.utoronto.ca/travelsofthelute/)

5

## Digital Resources – SimplyMap



University of Toronto

### Welcome to SimplyMap 3.0!

SimplyMap 3.0 uses the latest technology to provide better performance, faster maps, improved reliability, and powerful new features.



**Sign In**

Email address

Password

Sign in as a guest  
(Your work will not be saved)

[Forgot your password](#)



[sm2.simplymap.com.myaccess.library.utoronto.ca/login.html](http://sm2.simplymap.com.myaccess.library.utoronto.ca/login.html)

6

## Support for Research & Research Data

- Build capacity
- Understand needs of UTM researchers
- Support Tri-Agency mandate for open access deposit for research & research data
  - [oneresearch.library.utoronto.ca/triagencyopenaccesspolicy](https://oneresearch.library.utoronto.ca/triagencyopenaccesspolicy)
- Support tri-campus research data management planning

## Enhancing Services & Experience – Students

- Partner in first-year experience initiatives
- Library instruction
  - 251 sessions/classes
  - 10,486 students
- LibGuides (100+ guides, 105,449 views)
- UTML chat reference (1,858 questions)
- OCUL Ask-a-Librarian chat service (772 questions)
- E-mail reference (552 questions)
- Laptop loans (12,241)

## Enhancing Services & Experience – Students

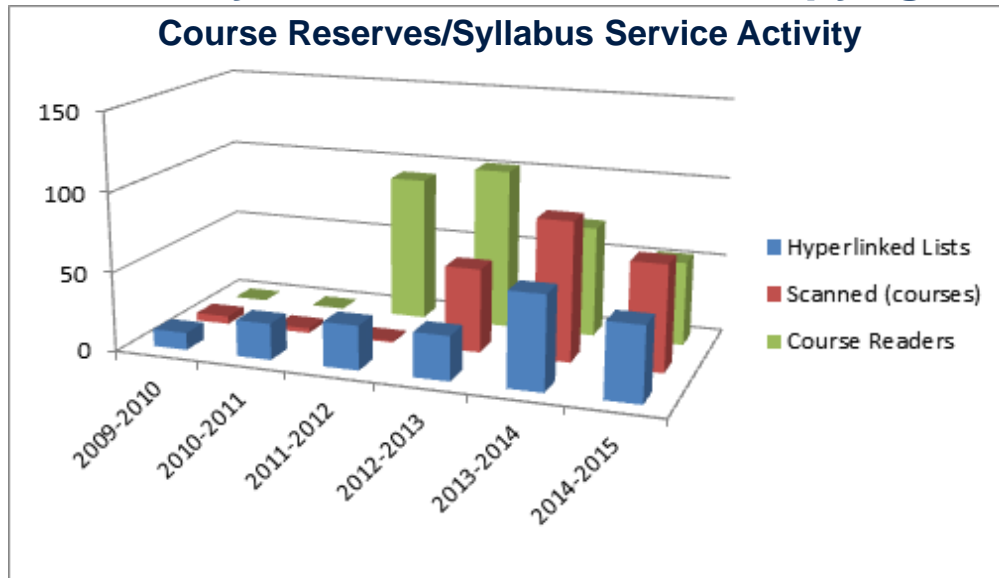
- **Student volunteer program – 19 volunteers**
  - Complements other UTM student volunteer programs
  - Focus on de-stressing & meeting peers in other programs
  - Get Crafty, Mini Massage, Paws & De- Stress, Henna, Meditation with Dr. Jeff, Sit & be fit, Welcome Week, Welcome Day
- **3,548 student participants across all events**
  - Greater sense of Library community & positive learning environment
  - Very high levels of student satisfaction for both volunteers & participants

## Enhancing Services & Experience – Faculty

- Leadership & support for instructional technology at UTM
- Collaborating on several ITIF projects
  - Pedagogical Support for Active Learning Classrooms
  - Developing Web-Based Platform for Geospatial Learning
  - Open Language Learning Textbook
- Support for Ontario Undergraduate Course Initiative
- Partner in CTSI's *Partnering for Academic Student Success* initiative
  - STLHE conference presentations
  - Publications on faculty-librarian collaborations
  - Partner in planning & delivering sessions for CTSI's Course Design Institute
- Faculty-librarian liaison & collaboration

## Scholarly Communications & Copyright

### Course Reserves/Syllabus Service Activity



## Scholarly Communications & Copyright

- Promote open access initiatives & events
- Support open access author fund \$\$
- Graduate student research symposium support
- Co-host *A Celebration of Books* honouring UTM authors who have recently published books

## Revitalization of Library Spaces & Technologies



- Library continues to be a very busy place with 1,425,106 visits up from 1,403,869 visits in 2013-14
- 78 days with more than 8,000 visits
- Increased capacity to 1632 seats

- Revamping Level 2 Learning Commons
- Refreshing Library computers
- Reviewing learning zones and signage



## UTM Library's Primary Goal

**Deliver high impact value-added services that support faculty and student academic success.**

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**Thank you!**

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL  
REPORT NUMBER 11 OF THE CAMPUS AFFAIRS COMMITTEE**

**APRIL 27, 2015**

To the Campus Council,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on April 27, 2015 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Dr. Joseph Leydon, Chair  
Professor Deep Saini, Vice-President &  
Principal  
Mr. Arthur Birkenbergs  
Mr. Jeff Collins  
Ms Donna Coulson  
Mr. Dario Di Censo  
Mr. Paul Donoghue, Chief Administrative  
Officer  
Dr. Giovanni Facciponte  
Professor Hugh Gunz  
Ms Melissa Holmes  
Ms Megan Jamieson  
Ms Simone Laughton  
Mr. Leonard Lyn  
Professor Amy Mullin, Vice-Principal Academic  
and Dean  
Mr. Mark Overton, Dean of Student Affairs  
Ms Judith Poë  
Mr. Moe Qureshi  
Mr. Andy Semine  
Ms Amber Shoebridge  
Professor Jumi Shin

Professor Steven Short

**Regrets:**

Professor Jennifer Carlson  
Professor Philip Clark  
Mr. Nykolaj Kuryluk  
Mr. Taeho Lee  
Ms Minahil Minhas  
Ms Maria Rabbat  
Ms Anya Todic  
Dr. Gerhard Trippen  
Professor Anthony Wensley

**Non-Voting Assessors:**

Mr. Dale Mulling, Assistant Dean, Students &  
International Initiatives

**In Attendance:**

Mr. Malcolm Lawrie, Assistant Vice-President, University Planning Design & Construction  
Ms Felicia Phan, Peer Health Educator

**Secretariat:**

Ms Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council  
Ms Mariam Ali, Committee Secretary  
Mr. Patrick McNeill, Acting Assistant Secretary of the Governing Council

**1. Chair's Remarks**

The Chair welcomed members to the meeting and reflected on the Committee's work this past year. The Chair provided an overview of the Committee's decisions and items for consideration, which included Service Ancillaries, two capital projects, operating plans for the UTM Student Services and compulsory non-academic incidental fees for student services and student societies. The Committee also received presentations on important topics to the university community such as student housing and residence, food services and student financial aid. The Chair thanked members for their contributions during the year and

for continuing to show great interest and provide valuable advice on matters that fell within the terms of reference of the CAC.

## **2. UTM Peer-to-Peer Leadership Opportunities: Mr. Mark Overton, Dean of Student Affairs**

The Chair invited Mr. Mark Overton, Dean of Student Affairs to present on the Peer-to-Peer leadership opportunities available at UTM. Mr. Overton noted that Peer to Peer leadership opportunities occurred in many different settings, including student clubs in roles as officers, through teaching as well as team-based athletic opportunities. His presentation highlighted some examples of student and peer-to-peer impact in formalized groups. Mr. Overton advised members that Campus Experience Leaders (CELs) were upper year students who had mentoring and leadership experience and were knowledgeable about the campus. CELs participated during the summer months in new student advising sessions with the Office of the Registrar and welcomed new students through telephone calls or social media. They also acted as peer mentors for smaller groups, in a role similar to Dons for residence, but for commuter students. Mr. Overton noted the great success of Facilitated Study Groups which were established in 2003 in collaboration with the Robert Gillespie Academic Skills Centre. These group sessions provided students with opportunities to study discipline-related material and were led by Peer Facilitators. The third example Mr. Overton provided was that of the AccessAbility Peer Mentor program which connected first and second year students registered with the AccessAbility Resource Centre with upper year students. There had been particular interest in this from students with Autism Spectrum disorder and learning and mental health disabilities, as it helped participants engage with others in meaningful and practical ways.

Mr. Overton introduced Ms Felicia Phan, Coordinator, of the *Leave the Pack Behind* program to discuss the peer model's impact. Ms Phan informed members that Peer Health Educators like herself organized weekly events to speak to students about healthy and active living and mental health, and taught techniques to students to adopt positive behaviors in realistic ways. Ms Phan noted that peers were able to connect better with students and this made it more likely that healthier behaviors would be adopted. Ms Phan noted that as a Peer Health Educator herself, she was able to impact the undergraduate experience of the students she connected with, which made their time at UTM more meaningful.

In response to a member's question, Ms Phan noted that Peer Health Educators spent 20 hours during walkabouts on campus, and would interact with approximately 100 students in a week. In response to another member's question, Ms Phan noted that that sexual health initiatives were now offered through a counselling program at the Sex Education Centre. Ms Phan also noted in response to a member's question that the number of student interactions, number of distributed resources and declaration forms with individual student progress, were all tracked and the information was then forwarded to the Ministry of Health and Long Term Care.

## **3. Capital Project: University of Toronto Mississauga Biology Greenhouse – Total Project Cost and Project Schedule**

The Chair advised members that the Committee considered project planning reports and recommended to the UTM Campus Council approval in principle of such projects as was determined by the *Policy on Capital Planning and Capital Projects*. The Chair reminded members that nonfinancial aspects of the project planning reports were considered in open session and financial aspects including overall costs and amounts derived from various sources were considered in camera. The Chair informed members that the Project Planning Report dated October 12, 2013 was recommended for approval by this body on November 11, 2013 and by the UTM Campus Council on December 9, 2013. The project had been approved in principle by the Academic Board and confirmed by the Executive Committee at its meeting on March 27, 2014. Business Board approved the execution of project at its meeting on January 27, 2014. The chair advised members, since that

time the total project cost (TPC) had increased and as such, according to the *Policy on Capital Planning and Capital Projects*, the same authority, which provided the original authorization, must approve the revised budget. The Chair invited Mr. Malcolm Lawrie, Assistant Vice-President, University Planning Design & Construction to present the item.

Mr. Lawrie reviewed the revised schedule for the project, and emphasized for members that the project scope and size had not changed. He explained that the revised schedule would include governance consideration as of June, 2015 with a re-tender that would open on April 24, 2015. The greenhouse would be fully operational for occupancy in August, 2016.

In response to a member's question, Mr. Donoghue advised there would be minimal disruption to Parking Lot 9 during construction; this had been accounted for previously in the project planning report.

#### **4. Annual Report (2014): UTM Campus Police**

The Chair reminded members that the Committee received annually reports on services within its areas of responsibility including campus police services. These reports were then submitted to the University Affairs Board for information. The Chair invited Mr. Robert Messacar, Manager, Campus Police Services, to present<sup>1</sup> the item. Mr. Messacar advised members that the agreement between the University and the Peel Regional Police Services Board guided and defined much of the Campus Police relationship with the Peel Regional Police Service. He also advised members on the duties and responsibilities of the 14 Special Constables. The Annual Report included a statistical overview of crime occurrences and other activity for incidents over the past three years, details on training and recruitment, community policing activities and other support services. Mr. Messacar informed members of the community the philosophy on which Campus Police Services operates was community based policing. This approach focused on encouraging approachability of officers, emphasizing proactive intervention rather than punitive measures as well as involvement in numerous outreach and liaison programs. Mr. Messacar noted the future hires planned and that the financial implications for these had been addressed in the current operating budget.

A member asked if there was specialized training for staff regarding increased demands in helping students with mental disabilities. Mr. Messacar advised that officers were provided this information during standard training, but that staff was also enrolled in courses specifically to deal with crisis intervention and recognition of emotionally disturbed persons. Mr. Mark Overton also noted that Campus Police Services had a collaborative relationship with the Health and Counselling Centres.

A member asked if part-time students would be considered for the Building Patroller positions available. Mr. Messacar advised that applicants would need to be licensed security guards. Another member asked how physical security systems would be linked to the IT infrastructure. Mr. Paul Donoghue stated that there were many stakeholders involved in the process of establishing a coherent physical security system on campus, which included IT, construction and others, and that it would be the role of the Assistant Manager, Physical Security to manage this collaboration.

#### **5. Annual Report (2014-15): Recognized Campus Groups**

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



The Chair advised members the Committee received an annual report on the recognition of campus groups. In response to a member’s question, Mr. Overton advised that funding was primarily allotted to campus groups through the UTM Student Union, however recognition would allow campus groups to receive in-kind donations such as audio-visual support, room bookings, etc. A member noted that there were 23 groups under consideration and inquired into the reason behind that number. Mr. Overton stated that primarily groups had started their applications, but did not complete them, or had affiliated with other student groups.

7

**6. Report from the Equity and Diversity Office**

The Chair invited Ms Nythalah Baker, Equity and Diversity Officer, to provide a report on the Equity and Diversity Office<sup>2</sup>. Ms Baker provided members with an overview of the Office, which included services to students, staff and faculty through advice and assistance on matters of inclusion, cultural diversity and religious accommodation and public education workshops. Events and forums to highlight key issues for the campus community and respond to concerns of discrimination and harassment were held throughout the year. Ms Baker noted there were a number of different programs offered in various formats, for student staff and leaders as well as professional development seminars. Ms Baker advised members that consultations on resolution assistance entailed advice on university equity-related policies as well as assisting community members in creating inclusive and positive classrooms and gathering spaces. She noted that for the upcoming year her Office would contribute to tri-campus and UTM-specific activities regarding sexual violence, enhancing partnerships with student groups, and conduct a washroom inclusivity project. In response to a member’s question, Ms Baker responded that student groups who could be experiencing marginalization were normally identified due to outreach by her office, or could arise from groups who approached the Equity and Diversity Office.

**7. Assessor’s Report**

Assessors advised there was no new business to report.

**CONSENT AGENDA**

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

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

**8. Report on Capital Projects – as at March 31, 2015**

**9. Report of the Previous Meeting: Report 10 – March 23, 2015**

**10. Business Arising from the Report of the Previous Meeting**

**11. Other Business**

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<sup>2</sup> A copy of the presentation is attached as Attachment B.

There were no items of other business.

The Committee moved *IN CAMERA*.

**12. Capital Project: University of Toronto Mississauga Biology Greenhouse – Total Project Cost**

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the University of Toronto Mississauga Biology Greenhouse – Total Project Cost, contained in the memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated April 16, 2015, be approved.

The Committee returned to open session.

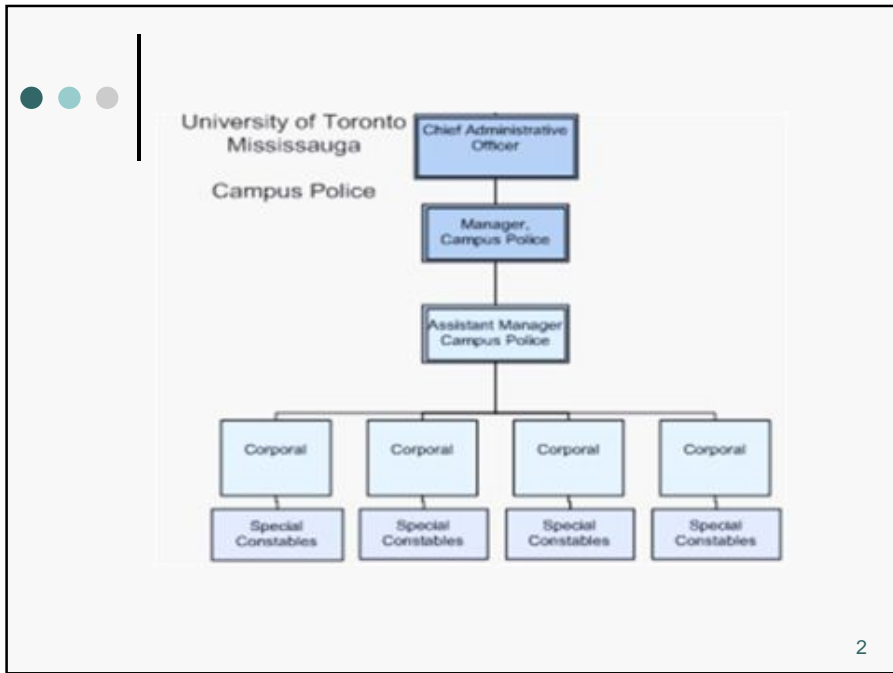
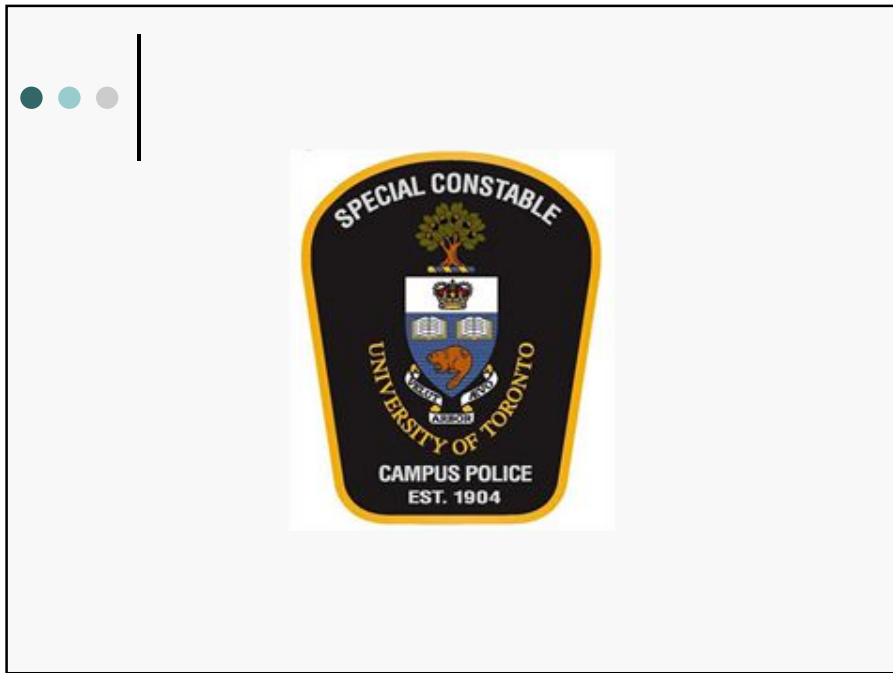
The Chair thanked members for their contributions as well as the Secretariat and Assessors. He informed members the next meeting of the Committee would be held in fall, 2015 on September 14, 2015 and wished everyone a happy summer.


Professor Saini thanked the Chair and Vice-Chair for their leadership during the year.

The meeting adjourned at 5:25p.m.

\_\_\_\_\_  
Secretary  
May 7, 2015

\_\_\_\_\_  
Chair






## Community Based Policing


- Encourage approachability with our officers
- Emphasis on proactive intervention rather than reactive punitive measures.
- Involved in numerous outreach and liaison programs

3




Incident Types	2012	2013	2014	14 vs 13
Break and enter	7	2	2	0
Robbery	0	0	0	0
Theft Over \$5000	0	0	1	1
Theft Under \$5000	107	105	93	-12
Theft Bicycles	2	1	2	1
Possess stolen property	2	0	0	0
Disturb Peace 1	9	5	5	0
Indecent Acts	1	0	1	1
Mischief/Damage	42	17	30	13
Other Offences	52	53	69	16
Sexual Assaults	2	3	3	0
Assault	3	4	2	-2
Impaired Driving	0	0	0	0
Criminal Harassment	6	2	4	2
Threatening	6	8	5	-3
Homophobic/Hate Crimes	0	0	1	1
Homicide/Sudden Death	0	0	0	0
<b>Crime Occurrences</b>	<b>239</b>	<b>200</b>	<b>218</b>	<b>18</b>


4



Other Activity	2012	2013	2014	14 vs 13
Arrest Warrants	0	0	0	0
Alarms	35	26	15	-11
Fire Alarms	25	24	15	-9
Assist other police	4	9	5	-4
Demonstrations/Protests	0	0	0	0
Suspicious Persons/Circumstance	73	56	69	13
Trespasser Charged	6	3	14	11
Trespasser Cautioned	50	56	31	-25
Medical Assistance	168	163	163	0
Insecure Premises	18	11	17	6
Motor Vehicle Collision	28	29	30	1
Mental Health Act	19	19	17	-2
Attempt Suicide	0	2	3	1
Sudden Death	0	0	0	0

5


- 
- ## COMMUNITY INVOLVEMENT
- Common theme – community safety, community outreach, and preventing crimes against persons and property loss
  - Safety Audits & Crime Prevention Through Environmental Design
- 6



## Community Safety Office

- Based at St George
- On site facilities at Mississauga & Scarborough campuses
- Offers assistance, support, referrals, consultations and safety planning for students, faculty & Staff
- Model values – intervention, post-intervention, prevention & education

7



## Future?

- 2 additional officers
- Cross Jurisdiction
- 6 Building Patrollers 1
- Administrational Assistant
- Assistant Manager in charge of Physical Security Systems

8



The cover slide features a dark blue background. On the left is the University of Toronto Mississauga logo. To the right, the title 'Equity & Diversity Office Report 2013-2014' is written in white. Below the title, the name 'Nythalah Baker' and her title 'Equity & Diversity Officer, University of Toronto Mississauga' are listed. At the bottom, there are three images: a group of people outdoors, an aerial view of the campus, and an indoor dining area. The text 'UTM Campus Affairs Committee' is at the bottom right.

**UNIVERSITY OF TORONTO**  
MISSISSAUGA

## Equity & Diversity Office Report 2013-2014

*Nythalah Baker*  
*Equity & Diversity Officer*  
*University of Toronto Mississauga*

UTM Campus Affairs Committee

## Office Overview

The Office provides to students, staff, and faculty:

- Advice and assistance with programs relevant to inclusion, cultural diversity and religious accommodation;
- Public education workshops and professional development seminars to build community awareness and inter-cultural competencies;
- Events, programs and forums which highlight issues important to the campus community;
- Responding to concerns, resolving conflict and managing complaints of discrimination and harassment; and,
- Consultation and advice on policy matters.



UTM Campus Affairs Committee

## Equity-Related Education

- **Student staff and leaders workshops:**
  - Residence Dons
  - Career Centre
  - Peer Health
  - Student Life
  - utmONE
  - Student Clubs
  - UTMSU
- **Professional development seminars and presentations:**
  - Campus Police
  - Office of the Registrar
  - Facilities
  - RAWC
  - New Faculty and New Staff Orientations
  - UTM Business Officers



UTM Campus Affairs Committee

## Programming

- **Awareness-raising events**
  - Trans\* Day of Remembrance interactive displays (November 20)
  - December 6 memorial
  - UTMSU and Toronto Pride events
  - International Day for the Elimination of Racial Discrimination and World Poetry Day (March 21)
- **Forums to gather, exchange ideas, and learn**
  - Interfaith activities (dinners, RDYL)
  - Feminist Lunch Hour
  - Convo Cafés



UTM Campus Affairs Committee



## Consultations and Resolution Assistance

Ensuring that campus members can live, work, learn, and research in an environment free from discrimination and harassment

- Provide advice to staff and faculty on interpreting and implementing university equity-related policies (e.g. religious observances; accommodations for members with disabilities)
- Assist community members in how to create inclusive and positive classrooms and gathering spaces where differences are welcomed and respected



UTM Campus Affairs Committee

## Community Partners

- *AccessAbility* Resource Centre
- Health & Counselling Centre
- International Education Centre
- Indigenous Centre
- Residence Life
- Student Life
- Tri-campus offices:
  - Anti-Racism & Cultural Diversity Office
  - Community Safety Office
  - Sexual & Gender Diversity Office
  - Sexual Harassment Office
  - Family Care Office
- UTMSU, OUT@UTM, Erindale College African Students Association



UTM Campus Affairs Committee

## Upcoming Year

- Contribute to tri-campus and UTM activities in preventing and responding to sexual violence including membership on Services & Programs Working Group
- Enhance partnerships with student groups and outreach to groups that may be experiencing marginalization (e.g. ECASA, Caribbean Connections, OUT@UTM)
- Conduct Washroom Inclusivity Project and promote features available at UTM
- Continue to respond to campus requests for education, programming, and resolution assistance



UTM Campus Affairs Committee

## Wrapping up

- Conclusion
- Questions

*Contact:*  
[edo.utm@utoronto.ca](mailto:edo.utm@utoronto.ca)



UTM Campus Affairs Committee

UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

APRIL 22, 2015

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on April 22, 2015 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Mr. John Switzer, Chair  
Professor Hugh Gunz, Vice-Chair  
Professor Deep Saini, Vice-President & Principal  
Mr. Lee Bailey  
Ms Sara da Silva  
Mr. Simon Gilmartin  
Ms Paula Hannaford  
Ms Megan Jamieson  
Mr. Nykolaj Kuryluk  
Mr. Sheldon Leiba  
Dr. Joseph Leydon  
Ms Alice Li  
Mr. Leonard Lyn  
Ms Judith Poë  
Mr. David Szwarc  
Mr. Glenn Thompson

**Non-Voting Assessors:**  
Professor Amy Mullin, Vice-Principal Academic & Dean  
Mr. Paul Donoghue, Chief Administrative Officer

**Regrets:**  
Dr. Kelly Akers  
Mr. Nabil Arif  
Mr. Jeff Collins  
Mr. Kevin Golding  
Dr. Rav Kumar  
Professor Angela Lange  
Ms Mariam Munawar  
Mr. Douglas Varty

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**In Attendance:**

Ms Diane Crocker, Registrar & Director of Enrolment Management  
Professor Scott Mabury, Vice-President, University Operations  
Mr. Mark Overton, Dean, Student Affairs  
Professor Cheryl Regehr, Vice-President and Provost

**Secretariat:**

Mr. Louis Charpentier, Secretary of the Governing Council  
Ms Cindy Ferencz Hammond, Director of Governance  
Ms Mariam Ali, Committee Secretary

The meeting began *in camera*.

**1. Appointments: 2015-16 Community Members of the University of Toronto Mississauga Campus Council**

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED,

THAT the appointment of Community Members to the University of Toronto Mississauga Campus Council, as recommended by the Nominating Committee, and as specified in the documentation dated April 15, 2015, be approved for terms of three years effective July 1, 2015, subject to changes in the Terms of Reference of the UTM Campus Council.

**2. Appointments: 2015-16 Staggered Term Lengths for Elected Administrative and Teaching Staff Members of the UTM Campus Council and its Standing Committees**

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED,

THAT the 2015-16 Staggered Term Lengths for Administrative Staff, Librarians and Teaching Staff as outlined in the documentation dated April 15, 2015, and as recommended by the Nominating Committee, be approved.

The Committee moved into open session.

### 3. Chair's Remarks

The Chair welcomed members and guests to the meeting and congratulated Dr. Kelly Akers, returning member as well as Ms. Kristina Kaneff and Mr. Tarique Khan on their appointments to Campus Council for 2015-16. He also informed members of the approval of staggered term lengths for teaching and administrative staff members of Council and its Committees, and noted that the Secretariat would be sending a communication regarding terms lengths to those members. The Chair noted there would be a call for nomination for a member of each estate to serve on the Agenda Committee for 2015-16 and encouraged members to put their names forward for consideration.

The Chair remarked that winners had been declared for the 2015 elections from the UTM Campus Council and its Standing Committees on April 14 and the list was posted on the Office of the Campus Council website. He congratulated successful candidates and thanked all those who had participated in the elections.

### 4. Report of the Vice-President & Principal

Professor Saini thanked the Office of the Registrar, Office of the Dean, Student Affairs and all academic departments for their efforts during the recent strike period. Professor Saini reported that on April 9, 2015 it was announced that UofT's notional allocations for Canada Research Chairs had increased from 230 in the previous year, to 255. Professor Saini commented on a milestone event for UTM, the first graduating class from the Mississauga Academy of Medicine, which includes 53 MDs, approximately 16 of which intend to practice family medicine. He also noted that numerous student leaders at UTM were recognized at the Student Leaders Awards ceremony.

As part of his highlight on student organizations, Professor Saini invited the Erindale College Special Response Team (ECSpERT)<sup>1</sup>. He introduced Mr. Justin Migchels, Dr. Marc Cerulli, Mr. Dasvinder Kambo, Mr. Patrick Lee, and Ms Meadow Libby to Council. Professor Saini noted that Mr. Migchels was a Divisional Superintendent for the Region of Peel Paramedic Services, and UTM alumnus who graduated in 2008 and had continued to volunteer with ECSpERT as Lead Trainer.

Mr. Migchels informed members that ECSpERT operated as an organization, not a club, as they were required to conform to specific standards as a division of St. John Ambulance. Volunteers were trained as Medical First Responders (MFR) and a minimum of 56 hours of training was required to be certified as an MFR. Currently, there were 118 volunteers MFRs, 96 of which were undergraduate students. As an MFR, a volunteer was able to assess patients, perform controlled medical acts as well as perform critical interventions before handing a case off to Emergency Medical Services. Mr. Migchels advised that ECSpERT often provided standby coverage for volunteer fairs, events held by student clubs and organizations and other campus events. He also noted that ECSpERT provided First Aid courses to the UTM student body, faculty as well as the general public. Mr. Migchel noted that in 2014 a total of 124 patients were treated, of which 28 required EMS and hospital care. He also remarked that in the past year, 146 volunteers had served 12,562 voluntary hours. The goal for the organization was to increase the number of hours on call from 24/4 to 24/7, which Mr. Michgels hoped would happen by the end of 2015.

A member congratulated the team on providing this essential service and asked if responses were categorized by the nature of the call. Mr. Michgels responded that generally responses were acute manifestations of chronic issues that were often triggered by stress, alcohol-related, or slips and falls in the winter season.

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

A member asked whether there had been an increase in responses to mental health related issues and if those were handled differently. Mr. Michgels noted that volunteers received crisis health management training and worked with Health Services at UTM. He also pointed out that UTM did not experience many drug-related incidents.

A member inquired into what sources of funding the organization receives. Mr. Michgels noted that the primary source of funding was a levy of \$1 per student, but that they also received funds from donations, first aid classes and funds through St. John Ambulance.

## 5. Admissions & Enrolment Report: Ms Diane Crocker, Registrar & Director of Enrolment Management

The Chair invited Ms Diane Crocker, Registrar & Director of Enrolment Management to present<sup>2</sup> to members on admissions and enrolment trends at UTM. The following key points were discussed:

- A review of enrolment spanning from the year 2004 to 2014 that demonstrated consistent growth of enrolment, including international enrolment;
- In 2014 enrolment targets had not been met for new intake students, and this was in part due to a system wide decline of domestic applicants across Ontario. It was noted however, that UTM had maintained the same number of overall applicants as the previous year and had not encountered a decline as most other Ontario Universities;
- Ms Crocker affirmed the decrease in domestic applications was linked to decreased high school enrolment in our local catchment area. Enrolment was increasing in primary schools in the Peel region due to the demographic makeup of the population and it has been projected that high school enrolment would begin to experience this increase in approximately 3 to 5 years;
- Ms Crocker noted that there was a steady increase in new intake of international students. The ACE@UTM (Academic Culture and English) program has successfully assisted students with English proficiency requirements and that the program had been replicated at UTSC due to the successes seen at UTM;
- ACE@UTM had reached maximum enrolment, and the Office of the Registrar developed a partnerships with several local Colleges to allow students who did not meet their English Language Requirement to enrol in a College level General Arts and Science program in order to continue their studies and prepare for transfer after completing this program;
- Summer enrolment had increased significantly since 2004, with approximately 5900 students enrolled during the 2014 summer semester;
- The UTM new intake average admission average continued to increase, with the minimum cut-off average of 75 percent. In response to a member's question, Ms Crocker noted that admissions cut offs at UTM were comparable to both UTSC and FAS in the humanities and social sciences, however the applicant averages were generally 3-4 percent lower than other programs such as Co-op Business at UTSC or Management at FAS; she added that these cut offs varied from year to year;
- The increase in UTM Entrance Awards for students with an average above 88 percent had increased because international students were now also offered the award;
- The retention rate remained consistent, with a rate of 88 percent in the fall of 2013;
- Ms Crocker noted that there were concerted efforts being made to continue increasing the number of students who graduated in four years.

In response to a member's question, Ms Crocker advised that it would be difficult to compare graduation rates between students who had graduated while Grade 13 was still in effect, and those who were graduating now as there were many other shifts that occurred during this time period. However, the graduation rate was at par with other universities. Tools, such as Degree Explorer, were implemented to improve upon these rates, by allowing students to map out their path to graduation. Increased monitoring was provided by the Office of the Registrar to ensure that students were making positive choices, such as avoiding course overload. She noted in response to another member's question that the data

<sup>2</sup> A copy of the presentation is attached as Attachment B.

regarding the percentage of students who did not graduate included students who have gone on to professional programs, such as law school, dentistry or pharmacy, and are not required to fully complete an undergraduate degree.

A member commended the consistency of retention rates and asked if there were programs in place to assist in maintaining them. Ms Crocker advised that there were many programs in place geared towards student success including a newly implemented Early Alert system to identify at-risk students, which were administered in conjunction with programs through the Office of the Dean and Student Affairs. Professor Amy Mullin added the Early Alert system would allow instructors to tailor criteria in each course to identify those students. Ms Crocker noted that there are many instructors on campus who also identified potentially at-risk students to the Office of the Registrar, who would then prompt students to enrol for academic advising. Mr. Dale Mullings, Assistant Dean, Students & International Initiatives advised members the Office of the Dean and Student Affairs have worked more closely to coordinate programming particularly for first year students. Professor Mullin emphasized student difficulties were not solely due to academic stresses; she added that Student Affairs programs provided guidance them to self-help and self-motivate.

A member asked where areas of opportunity existed for UTM that could increase domestic enrolment. Ms Crocker advised that every single high school in the catchment area is visited by UTM, and that many are visited along with UofT within Ontario, such as Windsor, and nationally to British Columbia. She noted that the challenge was in attracting students from Brampton, primarily due to lack of transportation options. Professor Mullin added that academic recruitment was an important role of the Registrar, but also a role that many academic departments could take part in as they have developed partnerships in the communities.

In response to a member's question, Ms Crocker noted that the goal for domestic recruitment in the future was to penetrate further and farther from the catchment areas. Professor Saini added that although domestic targets had not been met for this year, it was not unmanageable, and not without explanation. He noted that UTM must compete better in a locally shrinking market, and increase performance internationally.

## **6. UTM Campus Operating Budget - Allocation of Funds: Professor Cheryl Regehr, Vice-President and Provost, and Professor Scott Mabury, Vice-President, University Operations**

The Chair advised members that the item was presented for information. The Chair then invited Professor Cheryl Regehr, Vice-President and Provost, and Professor Scott Mabury, Vice-President, University Operations to begin their presentation<sup>3</sup>. In providing context for the Budget Report 2015-2016, the following the following themes and their key points were highlighted:

### Budget Context: 2015

- A variety of factors would be considered every year when planning the budget, and those for 2015 included interest and exchange rates, public sector wage restraint, the provincial deficit, change in technology, growth in entrepreneurship, a domestic tuition cap, internationalization and differentiation;
- Professor Regehr noted that the Strategic Mandate Agreement of UofT corresponded with the President's priorities: to continue to be a globally recognized, research intensive institution with a leadership role in Ontario's post-secondary system;

### Enrolment

- Enrolment counted for over 85 percent of the budget, and in 2014 there was a total enrolment of approximately 74,000 students; taking part-time students into account, the actual figure was approximately 80,000;
- There had been a decrease in applications for domestic undergraduate enrolment, however an increase in international students enrolment. Professor Mabury noted that for the first time UofT had surpassed enrolment targets for the doctoral pool, which had been a priority;
- He noted that relative to the Province, UofT was doing well with respect to enrollments targets;

<sup>3</sup> A copy of this presentation is attached as Attachment C.

- In reviewing the long term tri-campus undergraduate enrolment plans, it was noted that UTM had plans for continued growth, similar to UTSC; St. George planned on keeping enrolment growth flat;
- Approximately 16 percent of total undergraduate students were international in 2014 across the three campuses;
- Entering Averages for new intakes had continued to increase and were at close to 83% at UTM
- In comparison to our Association of American Universities (AAU) peers, UofT graduate enrolment was the highest in numbers, and slightly below the AAU mean due to overall student population size.

#### Revenue and Expense

- Professor Regehr provided a breakdown of the operating revenues and expenses, which demonstrated that the largest revenue category was student fees at 57.3 percent, and that the largest expense category was academic divisions at 59.7 percent;
- The revenue growth for 2019-20 was projected to decrease by 5.7 percent for UTM and 4.3 percent at the institutional level. These declines represent that UofT would have reached its enrolment targets for undergraduate enrolment, internationalization and graduate intensification;
- It was explained to members that the provincial grant was projected to decrease to 25 percent by 2019-20, while tuition had and would continue to increase;
- UTM has not yet reached steady state for enrolment and has continued through its cycle of enrolment growth, addition of new space, and hiring of faculty and staff;
- The current challenge with increased enrolment at UTM had been the student faculty ratio, which would be offset somewhat with planned faculty hiring.
- Professor Mabury reviewed updates on compensation, highlighting the USW agreement which was in place till June, 2017 and kept increases at 3.45 percent.
- Professor Mabury detailed pension special payments and their related costs.
- Professor Regehr provided details on the 2015-16 University Fund. She noted there was a \$10 million base with a \$4 million one-time only addition. The breakdown of allocations was presented to members;
- The allocations to UTM included 3 faculty positions and one staff position to support international students.

#### Student Financial Support

- In 2013-14, UofT spent \$176 million on student aid;
- The average repayable OSAP debt of graduating students has decreased to \$19,651. Professor Regehr noted that this did not cover all graduating students, as approximately 50 percent of graduating students had no debt;
- In 2013-14, the financial support for graduate students totalled \$256 million;
- Professor Regehr provided a breakdown of the funded cohorts, the funding commitment and actual incomes by division for 2012-13 in the domestic PhD funded cohort.

Professor Mabury discussed the structural budget challenge and emphasized that if UofT maintained undergraduate enrolment rates at their current levels, the institution would need to decrease expenses by 1.5 percent every year.

The Chair granted speaking rights to a guest. The speaker noted his concern regarding meeting projected international enrolment targets in the coming years, given the rise of international tuition fees. Professor Mullin noted that UTM had been much less aggressive in its pursuit of international students and plans to taper off international student enrolment. She also noted that comparators for currency conversion are also taken into consideration when deciding on enrolment targets. Professor Mabury echoed her remarks, noting that the Academic Budget Review process reviews such details for each division including planning for contingencies. He added that though tuition has increased for the past decade so has enrolment, and in relation to our comparators the value at UofT has been good for prospective international students.

Professor Saini thanked Professor Mabury and Professor Regehr for highlighting the UTM budget and process, and how this division handled the growth cycle. He noted that 59 percent of planned undergraduate growth for UofT was at UTM, which was growth on which the university depends. However, the primary challenge faced at UTM was the student:faculty ratio. Professor Saini asked that for member's clarification, a breakdown be provided of UTM contributions to as well as allocations from the University Fund. He commented that University Fund allocations had been a tool for acknowledging and supporting divisions, and it would be helpful to know whether the UF has been used to reward excellence and address issues in such divisions. Professor Mabury noted that since the budget model was

revised in 2006-07, decision making had become more transparent. He stated that since that time period, \$18 million of the UF allocations had gone to UTM, whereas the UTM budget is 13 percent of the UofT budget as a whole. Professor Mabury noted that no division had a pre-determined right to allocations, but that each division competed for the funds, and that UTM had put forward a strong proposal. Professor Regehr spoke to the student:faculty ratio, noting that in the current year UTM had conducted searches for 36 faculty positions, all in continuing positions which would create an improvement. She added that divisions have continued to address their challenges differently and must continue to look at opportunities within their communities.

## **7. Report on UTM Capital Projects– as at March 31, 2015**

The Chair reminded members that following a suggestion at the previous Campus Council meeting, members would now receive regular reports on capital projects at UTM which have been considered by this Committee. Going forward this item would be included as regular standing items under the Consent Agenda. The Chair invited Professor Mabury to briefly present an overview of the report to familiarize members with its contents.

## **CONSENT AGENDA**

On motion duly moved, seconded, and carried

## **YOUR COMMITTEE APPROVED**

THAT the consent agenda be adopted and that Item 9 - Report of the Previous Meeting, be approved.

## **8. Reports for Information**

- a. Report 11 of the Agenda Committee (April 8, 2015)
- b. Report 11 of the Academic Affairs Committee (March 26, 2015)
- c. Report 10 of the Campus Affairs Committee (March 23, 2015)

## **9. Report of the Previous Meeting: Report 10 – March 5, 2015**

## **10. Business Arising from the Report of the Previous Meeting**

## **11. Date of the Next Meeting – May 28, 2015 at 4:10 p.m.**

The Chair reminded members that the next meeting of the Council was scheduled for Thursday, May 28, 2015 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

## **12. Question Period**

A member commented that the presentations received by this body had been very valuable, and requested a presentation that would highlight the policy environment, as well as regulations by the provincial government in order to better understand the political context of decisions made at the university level. The Chair commended the idea and agreed to incorporate the request into a future meeting.

## **13. Other Business**

The Chair informed members that a meeting of the Governing Council would be held on May 20, 2015 at UTM and invited members to attend. The Chair also announced that he would not be able to attend the last meeting of UTM Campus Council on May 28<sup>th</sup> and that this was his last meeting as Chair, UTM Campus Council. He advised that Vice-Chair Professor Hugh Gunz would Chair on this date and thanked members for their support during his term. He also



congratulated Professor Gunz and Mr. Nick Kuryluk on their election as Chair and Vice-Chair, UTM Campus Council respectively for the upcoming academic year. The Chair noted he would be taking leave from Governing Council after having served since 2009 and deemed it important to encourage turnover and provide other members opportunities to lead.

Professor Saini and Professor Mullin emphatically thanked Mr. Switzer for his contribution to UTM and UofT as a whole.

The meeting adjourned at 6:45 p.m.

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Secretary  
April 28, 2015

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Chair




Erindale College Special Response Team

St. John Ambulance


## Who is ECSpeRT?


- The University of Toronto at Mississauga Division of St. John Ambulance. (ON-D1175)
- Trained as Medical First Responders
- **Volunteer based**

Erindale College Special Response Team 

## What Does ECSpeRT Do?


- We provide Advanced First Aid and CPR in emergency and non-emergency situations both on and off campus.
- ECSpeRT can be requested to provide Advanced medical first aid coverage for events that are both on campus or off campus (All of Peel Region and Downtown Toronto)
- ECSpeRT has an On-Call service which provides Advanced Medical First Aid to the campus using certified voluntary responders



Erindale College Special Response Team 

## On-Call Services

- Working with Campus Police and Peel Emergency Services
- We respond to public calls, walk-ins and dispatches from Campus Police
- Hours of Service
  - Monday and Tuesday (0800-2200)
  - Wednesday, Thursday and Friday (24 hours)
- Goals for Fall 2015
  - Monday-Friday (24 hours, 5 days a week)



Erindale College Special Response Team 

## ECSpeRT Office Student Centre 210K




Erindale College Special Response Team 

## First Aid Courses


- ECSpeRT has its own in-house Standard First Aid and CPR instructors
- We provide SFA/C courses to the UTM student body, Faculty and the general public




Erindale College Special Response Team 

## 2014

- Total of 124 patients treated in Winter/Fall 2014
  - 28 required EMS and hospital care
  - 96 patients did not require EMS
- 28 events covered by ECSpeRT
- 12,562 voluntary hours served by our division




Erindale College Special Response Team 

## Other Accomplishments


- Introduced 4 new AED's into the campus making 7 readily available AED's
  - These AED's are maintained on a monthly basis by a team member
- Free training to the public
  - CPR-A-THON
  - First Aid games on campus
- Increased our team from 44 to 118 members since September 2007



Erindale College Special Response Team 

## Our Team

- Consists of Current and Alumni Students of UTM, Faculty members and other community members
- 120+ members, which share the same office space
- All members are volunteers




Erindale College Special Response Team 

## Medical First Responders

– Those selected to participate in the course are required to:


- Provide independent patient care hours during the school year
- Attend all pre-course practice sessions
- Attend all scheduled MFR course dates
- Complete all independent study assignments given by the instructor
- Pass the course
- A minimum of 56 hours of training required for certification (Voluntary)




Erindale College Special Response Team 

## After Becoming an MFR


- You will be able to:
  - Independently assess patients.
  - Perform controlled medical acts such as:
    - Administering O2
    - Inserting Oropharyngeal Airway and Nasopharyngeal Airway.
    - Using Automated External Defibrillators.
    - Using a Bag-Valve Mask for ventilation.
    - Properly apply a spinal collar.
  - Perform critical interventions before handing off to EMS.



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Erindale College Special Response Team 

## Any Questions?





## UTM Campus Council

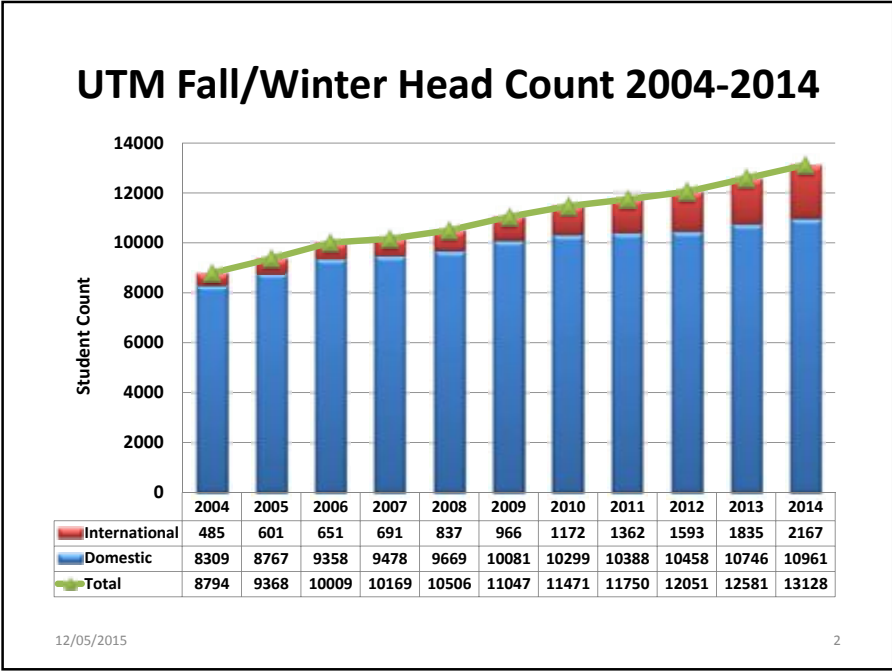
### April 22, 2015

Diane Crocker  
 Registrar and Director of Enrolment Management  
 Office of the Registrar

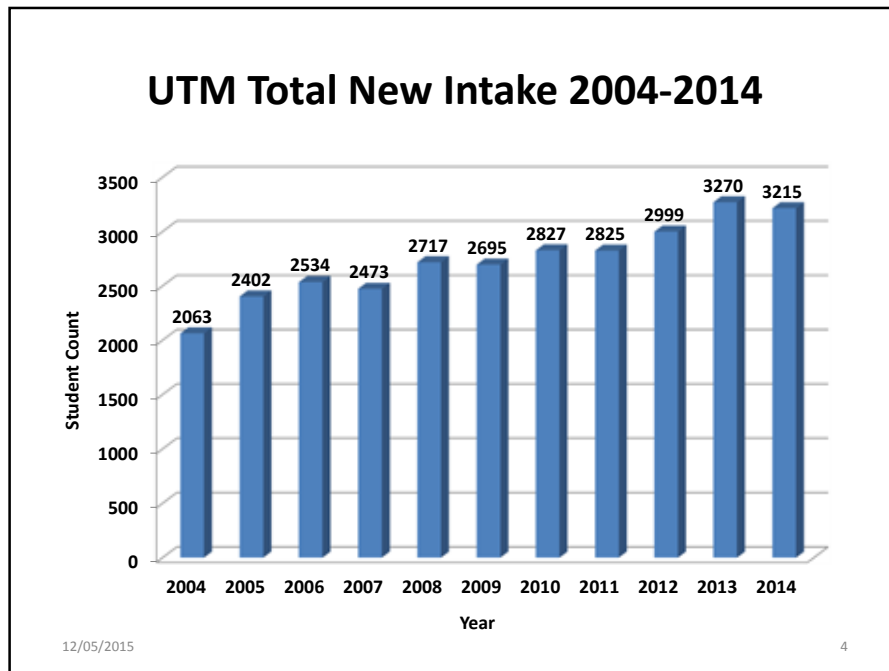
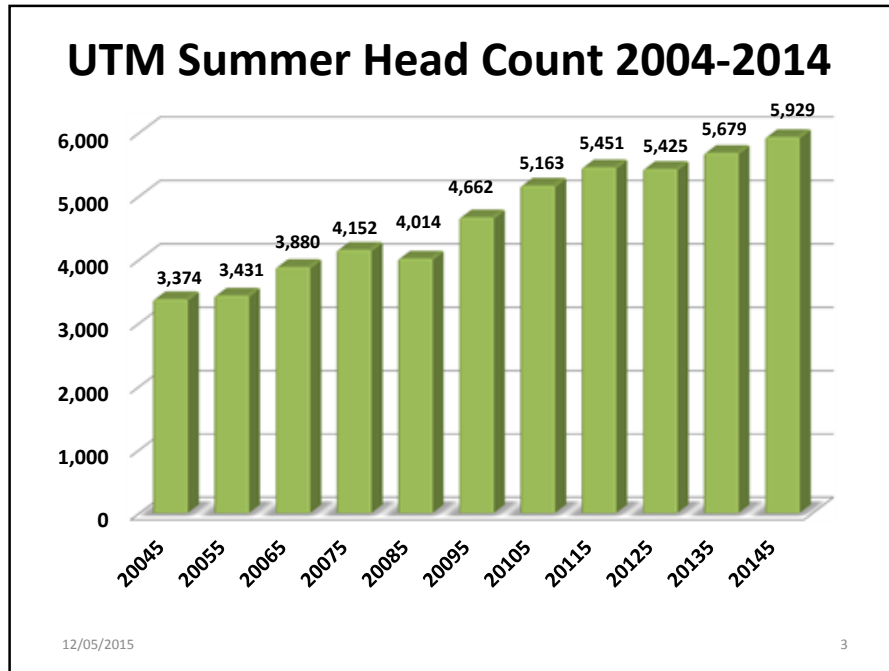




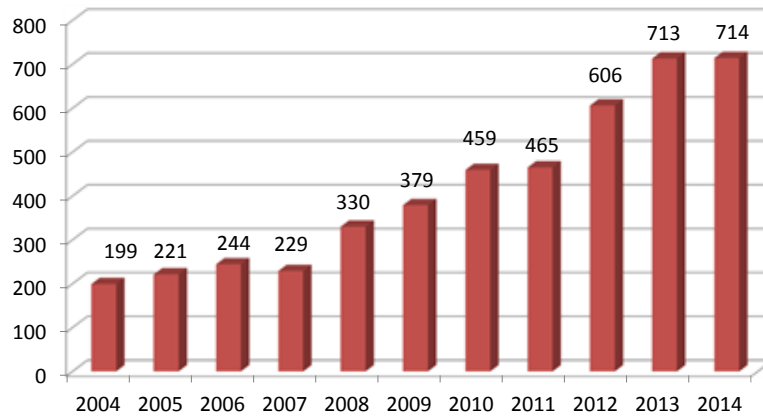
12/05/2015







### UTM International New Intake 2004-2014



12/05/2015

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### Top 20 Feeder Schools for 2014/9 UTM New Intakes Ontario High Schools

Institution	Total Registrants
Columbia Int College Of Canada	103
Rick Hansen Secondary School	52
St Joseph Secondary School	45
Stephen Lewis Secondary School	43
St Francis Xavier Secondary School	41
Philip Pocock Catholic High School	39
John Fraser Secondary School	37
St Aloysius Gonzaga Secondary School	34
St Martin'S Secondary School	33
Mississauga Secondary School	31
Bronte College	31
St Marcellinus Secondary School	30
Our Lady Of Mount Carmel	30
Father Michael Goetz Secondary School	30
Applewood Heights Secondary School	28
Gordon Graydon Memorial Secondary School	27
Iona Catholic Secondary School	25
Woodlands School	24
Fletcher'S Meadow Secondary School	24
St Joan Of Arc Catholic Secondary School	23



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### Top 10 Feeder Schools for 20149 UTM New Intakes Non-Ontario High Schools

Institution	Total Registrants
Sheridan Coll Of A A & T	39
York Univ	21
Humber Coll Of A A & T	20
Univ Of Waterloo	15
Univ Of Guelph	8
Univ Of Western Ontario	8
Mcgill Univ	8
Carleton Univ	8
Seneca Coll Of A A & T	7
Wilfrid Laurier Univ	7



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### 20149 UTM Domestic vs. Internationals Registrants from Ontario High Schools - Based on Fee Category

POST Code	Domestic	International	Total	% International
ER BUS1	86	44	130	33.8%
ER CCI1	147	30	177	16.9%
ER CMS1	200	58	258	22.5%
ER COM1	225	144	369	39.0%
ER CPS1	78	18	96	18.8%
ER FSC1	127	3	130	2.3%
ER HUM1	142	7	149	4.7%
ER LFE1	293	7	300	2.3%
ER MGM1	80	47	127	37.0%
ER PSY1	212	9	221	4.1%
ER SSC1	465	114	579	19.7%
ER T&D1	16	1	17	5.9%
ER VST1	46	12	58	20.7%
Total	2117	494	2611	18.9%



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**20149 UTM Domestic vs. Internationals  
Registrants from Non-Ontario High Schools  
- Based on Fee Category**

POSt Code	Domestic	International	Total	% International
ER BUS1	16	10	26	38.5%
ER CCI1	47	11	58	19.0%
ER CMS1	22	18	40	45.0%
ER COM1	28	49	77	63.6%
ER CPS1	11	11	22	50.0%
ER FSC1	18	1	19	5.3%
ER HUM1	37	2	39	5.1%
ER LFE1	46	15	61	24.6%
ER MGM1	18	15	33	45.5%
ER PSY1	35	7	42	16.7%
ER SSC1	132	48	180	26.7%
ER T&D1	3	0	3	0.0%
ER VST1	9	2	11	18.2%
<b>Grand Total</b>	<b>422</b>	<b>189</b>	<b>611</b>	<b>30.9%</b>



**20149 UTM Enrolment by Year of Study**

Count	FT	PT	Total	Target	Variance
<b>Year 1 New</b>	<b>2880</b>	<b>384</b>	<b>3264</b>	<b>3604</b>	<b>-340</b>
<i>New – Ont. HS</i>	<i>2303</i>	<i>298</i>	<i>2601</i>		
<i>New Non Ont. HS - No TC</i>	<i>423</i>	<i>69</i>	<i>492</i>		
<i>New Non Ont. HS - TC</i>	<i>154</i>	<i>17</i>	<i>171</i>		
<b>year 1 Return</b>	<b>597</b>	<b>280</b>	<b>877</b>		
<b>year 1</b>	<b>3477</b>	<b>664</b>	<b>4141</b>	<b>4485</b>	<b>-344</b>
<b>Year 2</b>	<b>3058</b>	<b>364</b>	<b>3422</b>		
<b>Year 3</b>	<b>2410</b>	<b>187</b>	<b>2597</b>		
<b>Year 4</b>	<b>2190</b>	<b>569</b>	<b>2759</b>		
<b>Year 5</b>	<b>82</b>	<b>2</b>	<b>84</b>		
<b>Non-DEGREE</b>	<b>24</b>	<b>151</b>	<b>175</b>		
<b>Total Head Count</b>	<b>11234</b>	<b>1894</b>	<b>13128</b>	<b>13490</b>	<b>-362</b>

### Ontario Universities' Application Centre (OUAC) System Wide Data Comparison 2013 to 2014

Year	Secondary School		Non-secondary School		Summary	
	# of applicants	# of choices	# of applicants	# of choices	# of applicants	# of choices
2014	89,272	407,510	29,683	88,015	118,955	495,525
2013	92,554	410,963	26,873	78,344	119,427	489,307
Difference	-3,282	-3,453	2,810	9,671	-472	6,218
Percentage Change	-3.5	-0.8	10.5	12.3	-0.4	1.3

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### OUAC Ontario High School Statistics System Wide Program Changes 2013 to 2014

Decrease		Increase	
Program	% Change	Program	% Change
Architecture	-0.2	Science	1.8
Business Administration	-0.4	Agriculture	6
Environmental Studies	-0.6	Mathematics	10.5
Phys & Health Education	-2.4	Forestry	13
Family & Consumer Study	-3.2	Engineering	14
Fine and Applied Arts	-4.1		
Journalism	-5.6		
Music	-6.7		
Arts	-7.8		
Landscape Architecture	-8.1		
Education	-14.8		

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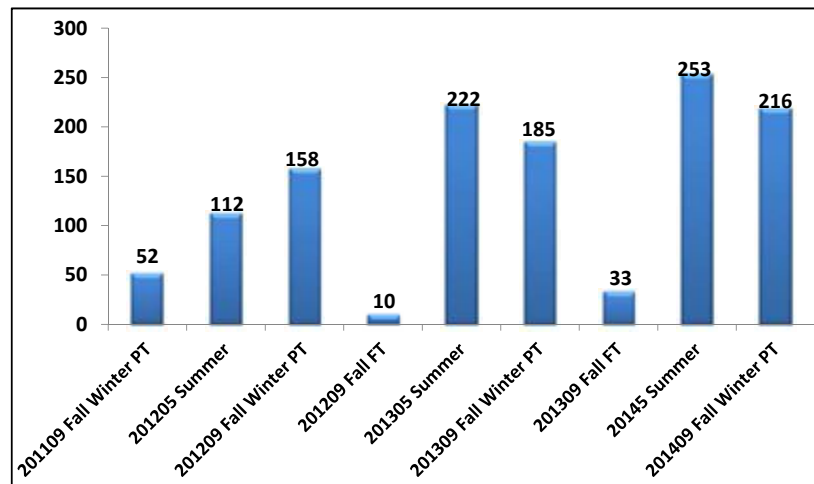
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## Academic Culture and English Program (ACE) @UTM

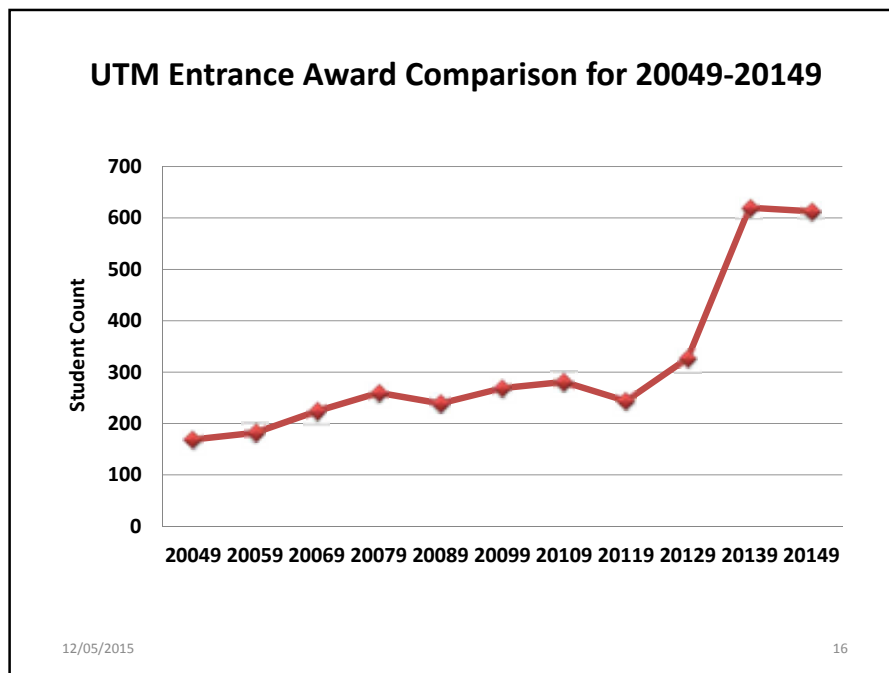
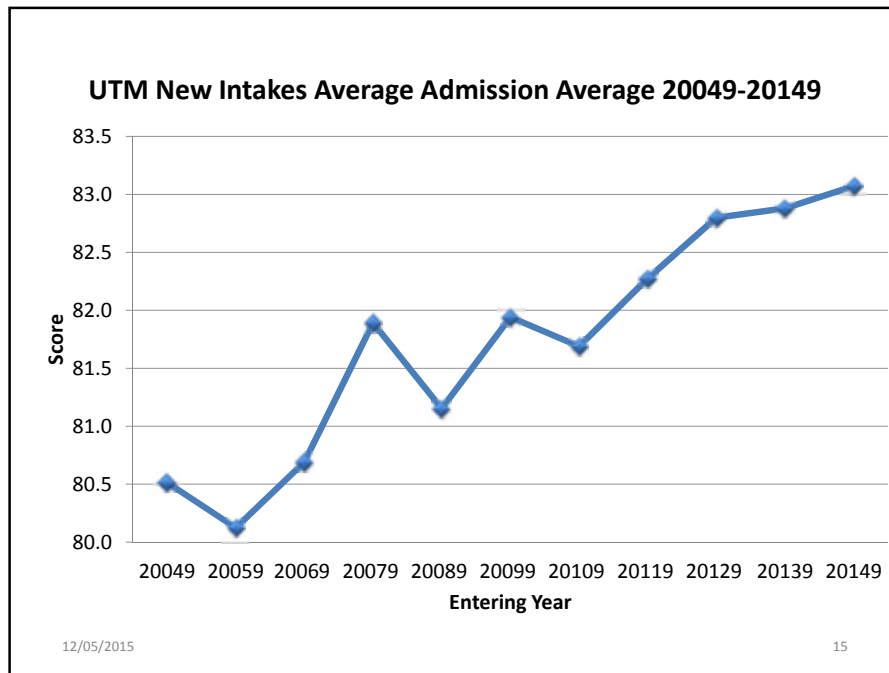
- Designed for students who have been admitted to the University of Toronto Mississauga but who do not meet the English Language Requirement of the University
- Successful completion of the ACE@UTM program with a Grade of 'B' or higher will satisfy the English language proficiency condition in the offer of admission
- Two Program options:
  - Summer ACE@UTM (8 weeks, full-time program during July-August)
  - Fall/Winter ACE@UTM (Saturday program from September to April)

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## Academic Culture and English Program (ACE) @UTM



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## UTM Retention Rate 2004-2013

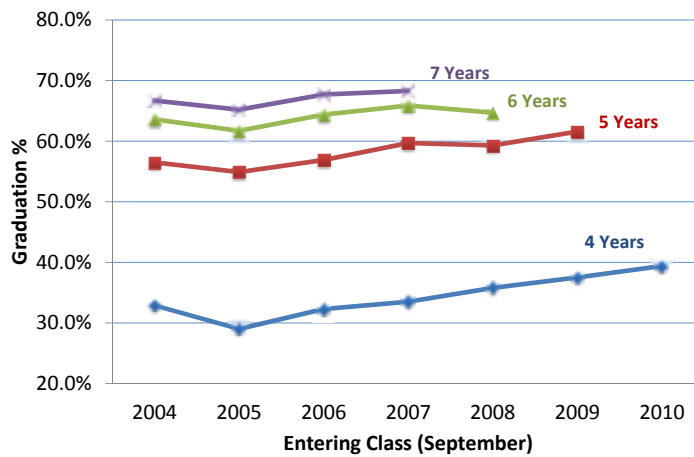
Session	New Entering*	Retention (yr1-Yr2)**	No	Retention Rate
20049	2038	1803	235	88.5%
20059	2355	2052	303	87.1%
20069	2508	2221	287	88.6%
20079	2448	2121	327	86.6%
20089	2707	2366	341	87.4%
20099	2682	2385	297	88.9%
20109	2815	2494	321	88.6%
20119	2809	2453	356	87.3%
20129	2985	2633	352	88.2%
20139	3264	2871	393	88.0%

- \*Only included year 1 new intakes who were registered in that session and took at least one course in that session.
- \*\* Retention means students remained REG status in the next following Fall session and at least take one course

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## UTM 2004-2013 Cumulative Graduate Rate Graduated within 4 yrs, 5 yrs, 6 yrs, & 7 yrs



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### UTM 2004-2013 New Entering and Their Cumulative Graduation Rate

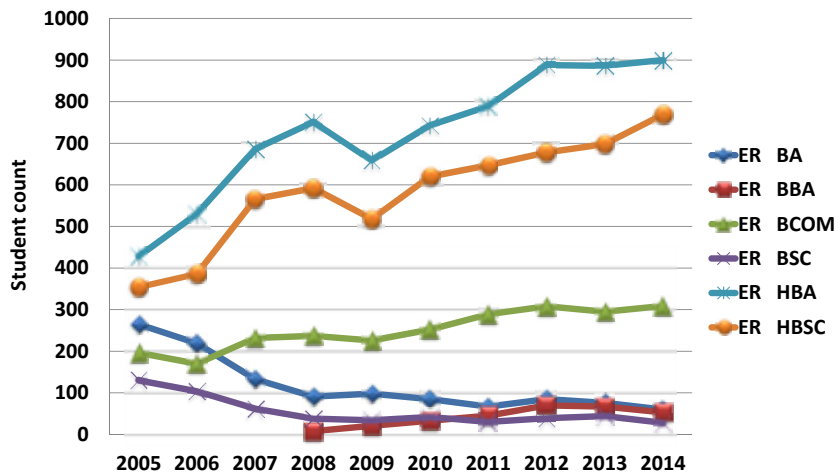
Session	New Entering*	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs
2004 Fall	2038		1.3%	32.9%	56.5%	63.6%	66.7%	68.6%	69.7%	70.3%
2005 Fall	2355	0.04%	1.7%	29.0%	54.9%	61.7%	65.2%	67.1%	68.1%	
2006 Fall	2508		0.8%	32.3%	56.9%	64.4%	67.7%	68.9%		
2007 Fall	2448		0.8%	33.5%	59.7%	65.9%	68.3%			
2008 Fall	2707	0.15%	2.0%	35.8%	59.3%	64.7%				
2009 Fall	2682	0.04%	1.6%	37.5%	61.6%					
2010 Fall	2815	0.04%	2.0%	39.4%						
2011 Fall	2809	0.07%	1.8%							
2012 Fall	2985	0.03%								
2013 Fall	3264									

\*Only included year 1 new intakes who were registered in that session and took at least one course in that session.

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### UTM Graduate Degree Count 2005-2014



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### UTM Top 20 Program Counts 2014-2015

POST_CD	Description	Total
ERMAJ1478	Major - Economics	1031
ERMAJ1160	Major - Psychology	999
ERMIN2364	Minor - Biology	778
ERMAJ1645	Major - English	745
ERMIN2015	Minor - Political Science	686
ERMAJ0727	Major - Criminology & Socio-legal Studies	661
ERMIN2511	Minor - Mathematical Sciences	556
ERMIN1013	Minor - Sociology	524
ERMIN1775	Minor - Anthropology (Arts)	514
ERMAJ1013	Major - Sociology	494
ERMAJ2364	Major - Biology	489
ERMAJ0652	Major - History	471
ERSPE1704	Specialist - Accounting (Commerce & Finance)	456
ERMAJ1034	Major - Communication, Culture & Information Technology Jointly With	440
ERMAJ1149	Major - Biology For Health Sciences	403
ERMIN1645	Minor - English	348
ERMAJ0231	Major - Philosophy	342
ERMIN1540	Minor - Statistics, Applied	322
ERSPE2034	Specialist - Commerce And Finance: Finance	310
ERMIN1443	Minor - Study Of Women And Gender	302

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### UTM Top 10 Specialist Programs 2014-2015

Top 10 Specialist	Description	Count
ERSPE1704	Specialist - Accounting (Commerce & Finance)	456
ERSPE2034	Specialist - Commerce And Finance: Finance	310
ERSPE0714	Specialist - Art And Art History Jointly With Sheridan College	266
ERSPE0151	Specialist - History Of Religions	173
ERSPE1307	Specialist - Digital Enterprise Management	166
ERSPE2431	Specialist - Management	142
ERSPE2364	Specialist - Biology	105
ERSPE0727	Specialist - Criminology & Socio-legal Studies	95
ERSPE1688	Specialist - Computer Science	82
ERSPE2015	Specialist - Political Science	80

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### UTM Top 10 Majors 2014-2015

Top 10 Major	Description	Count
ERMAJ1478	Major - Economics	1031
ERMAJ1160	Major - Psychology	999
ERMAJ1645	Major - English	745
ERMAJ0727	Major - Criminology & Socio-legal Studies	661
ERMAJ1013	Major - Sociology	494
ERMAJ2364	Major - Biology	489
ERMAJ0652	Major - History	471
ERMAJ1034	Major - Communication, Culture & Information Technology Jointly With	440
ERMAJ1149	Major - Biology For Health Sciences	403
ERMAJ0231	Major - Philosophy	342

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### UTM Top 10 Minors 2014-2015

POST_CD	Description	Count
ERMIN2364	Minor - Biology	778
ERMIN2015	Minor - Political Science	686
ERMIN2511	Minor - Mathematical Sciences	556
ERMIN1013	Minor - Sociology	524
ERMIN1775	Minor - Anthropology (Arts)	514
ERMIN1645	Minor - English	348
ERMIN1540	Minor - Statistics, Applied	322
ERMIN1443	Minor - Study Of Women And Gender	302
ERMIN0652	Minor - History	253
ERMIN0151	Minor - History Of Religions	249

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# University of Toronto Budget 2015

UTM Campus Council  
April 22, 2015

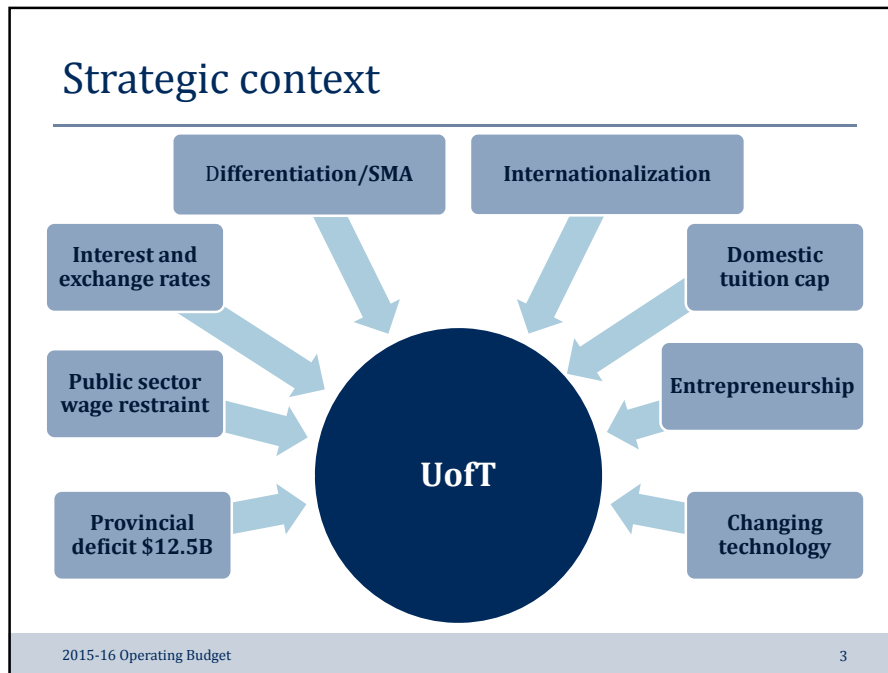


## Overview

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- Budget context 2015
- Enrolment
- Revenue and expense
- University fund allocations
- Student financial support
- Summary

2015-16 Operating Budget




### Strategic Mandate Agreement UofT

“UofT is a globally recognized, comprehensive and research-intensive institution with a leadership role in Ontario’s PSE system”

2015-16 Operating Budget 4

## Enrolment



### UofT enrolment results for 2014-15

Total FTE	2013 Actual	2014 Actual	2014 Variance to Plan	% Variance
UG Domestic	48,818	48,452	(845)	(1.7%)
UG International	9,030	10,415	451	4.5%
Masters	8,910	9,411	(106)	(1.1%)
Doctoral	6,154	6,239	17	0.3%
TOTAL	72,912	74,517	(483)	(0.6%)

2015-16 Operating Budget
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### Long term tri-campus undergraduate enrolment plans

Total FTE	2014 Actual	2019 Plan	5 year Growth Plan	% Growth
UTM	10,942	13,044	2,102	20%
UTSC	10,088	11,511	1,423	14%
St George	37,836	37,928	92	0%
<b>Total UG</b>	<b>58,866</b>	<b>62,483</b>	<b>3,617</b>	<b>6%</b>

2015-16 Operating Budget

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### Divisional undergraduate international plans (HC)

% Int'l	Intake		Total Enrolment	
	2014 Actual	2015 Plan	2014 Actual	2019 Plan
APSE	35%	32%	26%	27%
A&S	27%	31%	18%	25%
UTM	20%	18%	16%	16%
UTSC	20%	18%	15%	16%

2014 total international UG students = 11,947 (17.4% of UG)

2015-16 Operating Budget

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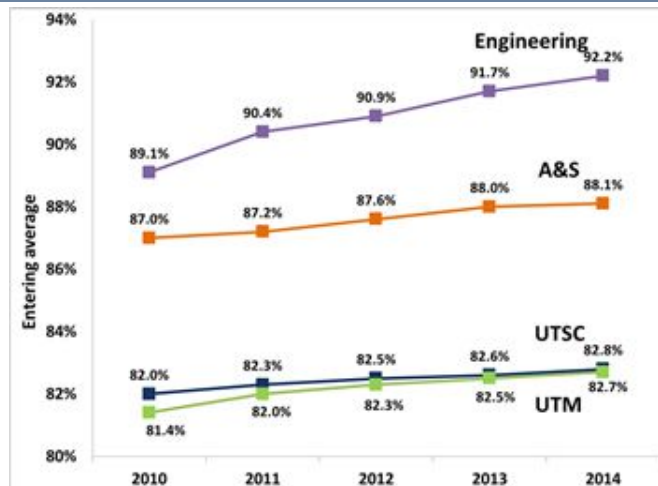
## 2014-15 UTM Undergraduate Enrolment

Area of Study	2014-15 FTE	% International
Arts & Humanities	2,678	13%
Social Sciences	4,201	18%
Management	953	31%
Life Sciences	1,164	4%
Other Sciences	1,733	18%
MD	213	16%
<b>TOTAL</b>	<b>10,942</b>	<b>16%</b>

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## Entering averages are increasing



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## 2014-15 UTM Graduate Enrolment

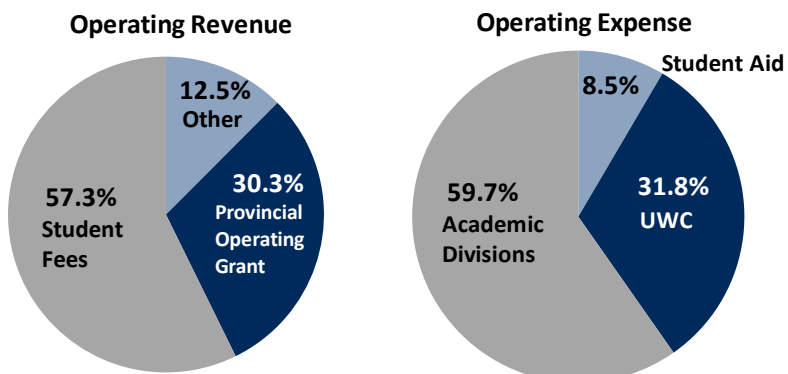
Program Type	2014-15 FTE	Projected 2019-20
Prof Masters	343	458
DS Masters UTM	0	0
DS Masters tri-campus *	62	n/a
PhD UTM	0	0
PhD tri-campus *	164	n/a
<b>TOTAL</b>	<b>569</b>	

\* As per self-declared code in student system

## Revenue and Expense



### 2015-16: a balanced budget at institutional level \$2.16B

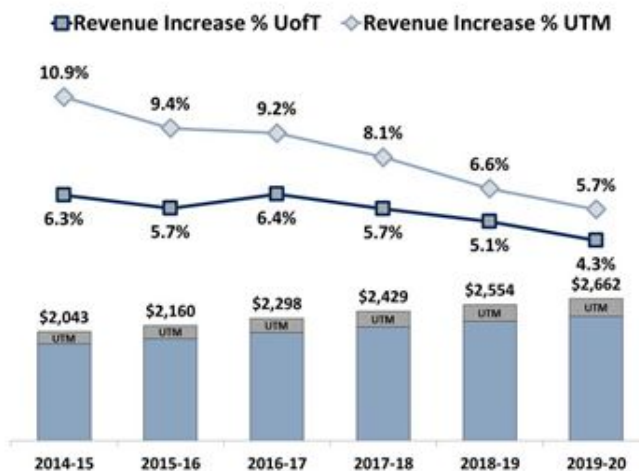


2015-16 Operating Budget

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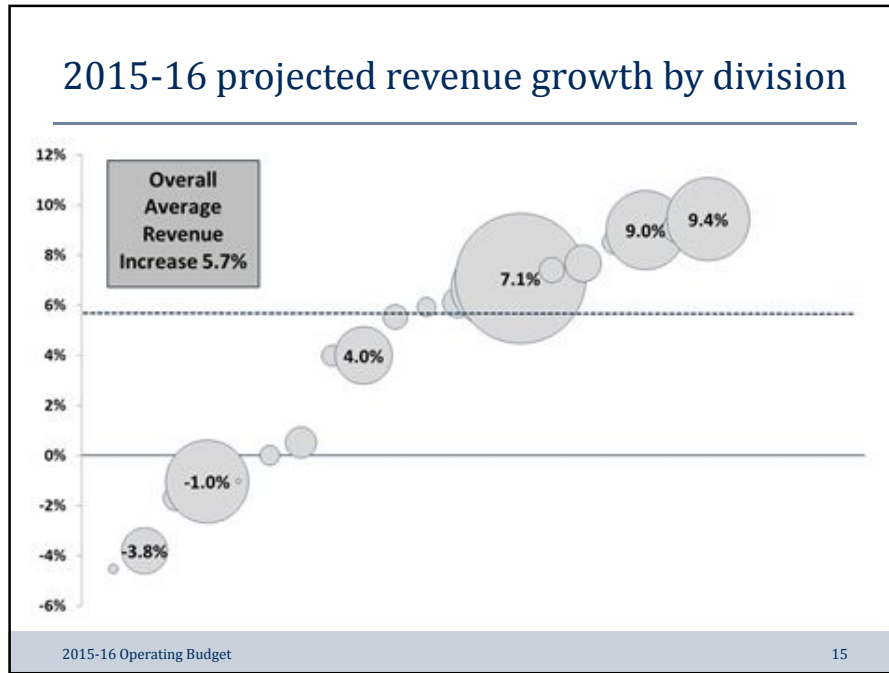
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### Projected institutional and UTM revenue growth

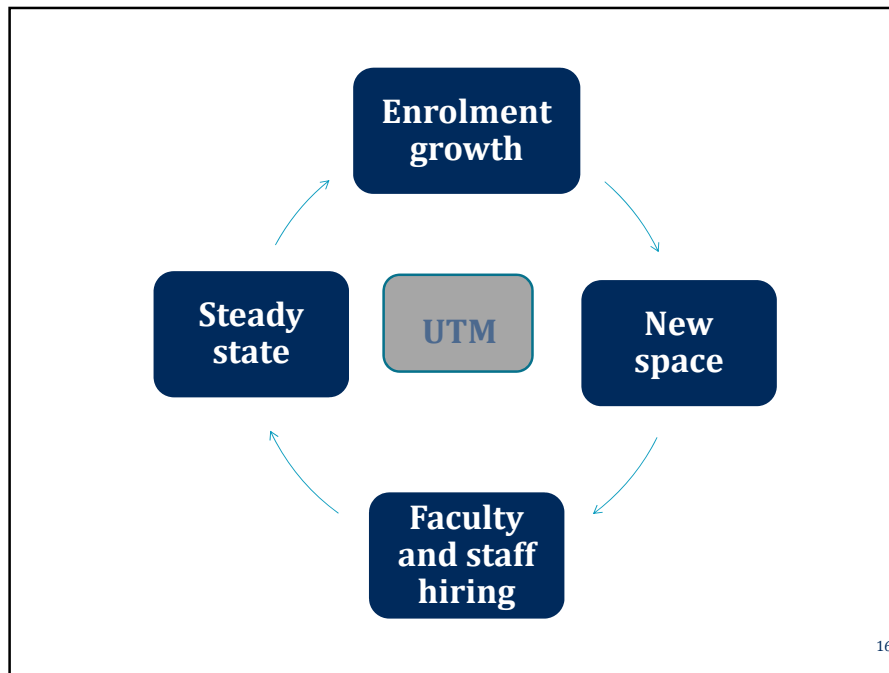


2015-16 Operating Budget

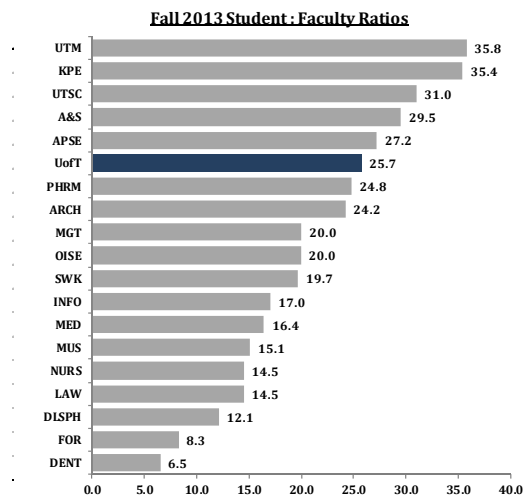
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### UTM student faculty ratio is a challenge during growth phase

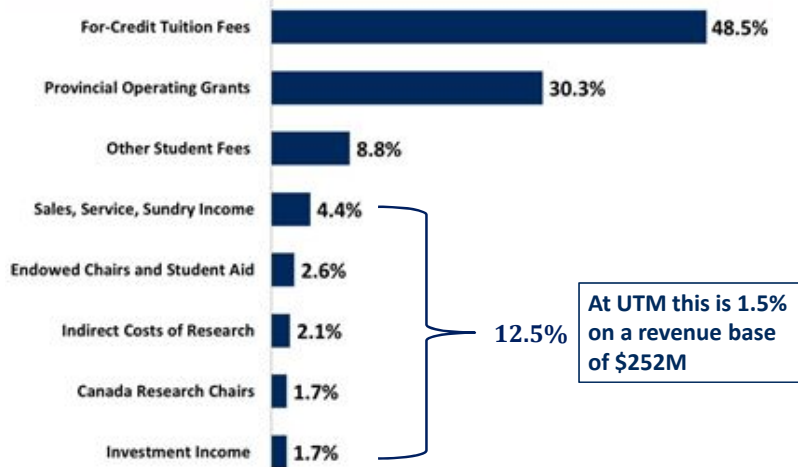


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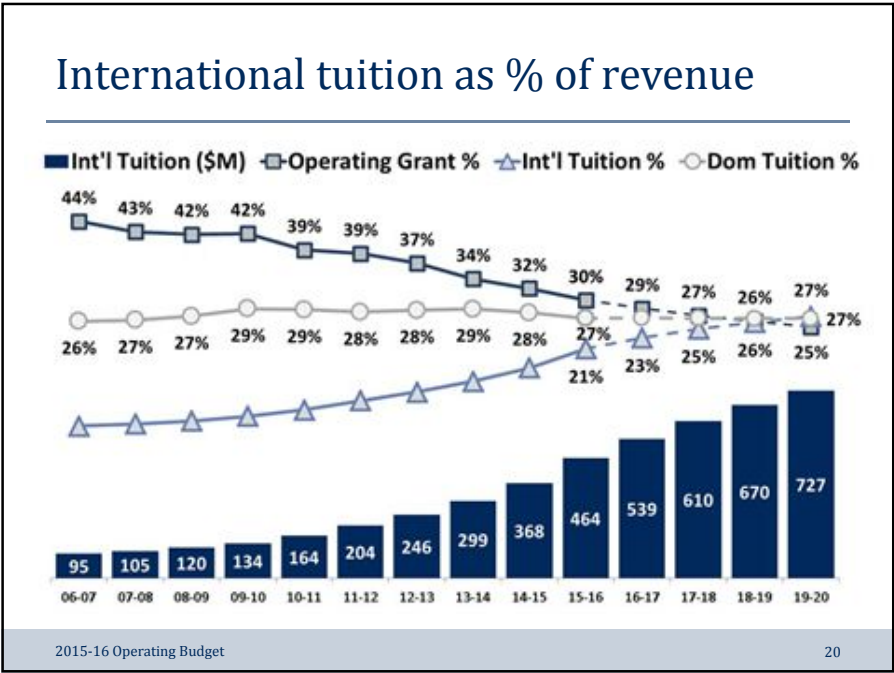
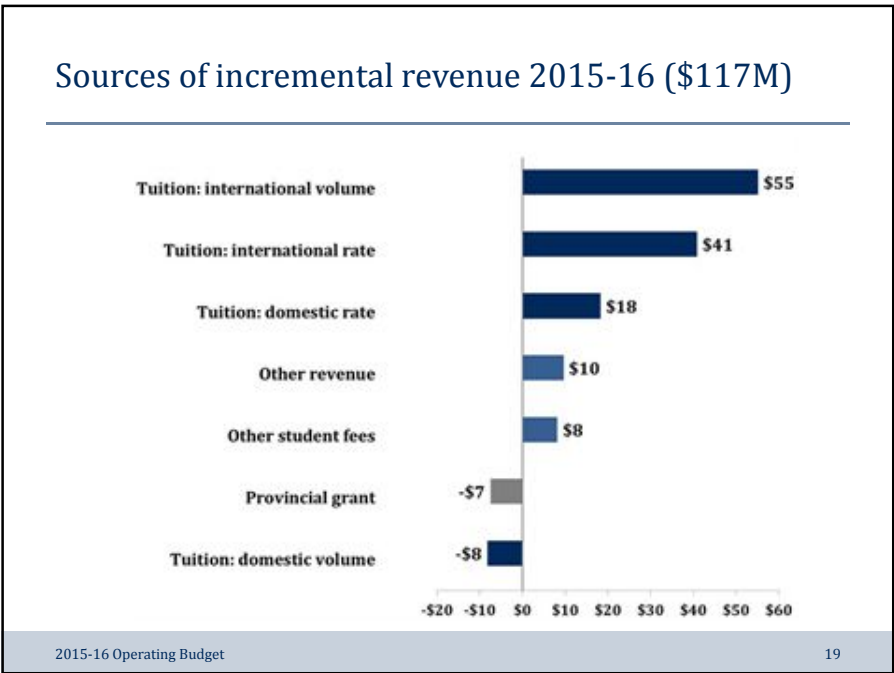
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### 2015-16 sources of operating revenue (\$2.16 billion)



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## Compensation update

- Context of provincial wage restraint
- Negotiations ongoing with UTFA
- Agreement with CUPE 3902 Unit 3 (sessional instructors) ratified
- USW agreement in place July 1, 2014 - June 30, 2017: 3-year average all-in cost of settlement = 3.48%

## Pension special payments and other related costs

	Annual \$M	Cumulative \$M
Up to 2010-11	27	27
2011-12	30	57
2012-13	20	77
2013-14	10	87
2014-15	5	92
2015-16	5	97
2016-17	5	102
2017-18	5	107
2018-19	5	112
2019-20	0	112

} **Placeholders**

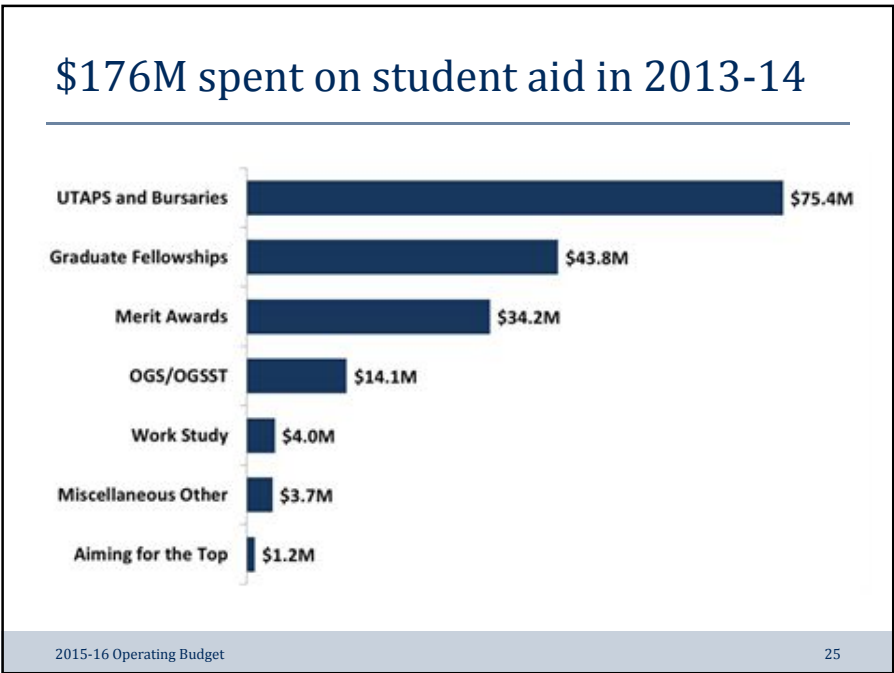
2015-16 University Fund: ~\$10M base + \$4M OTO

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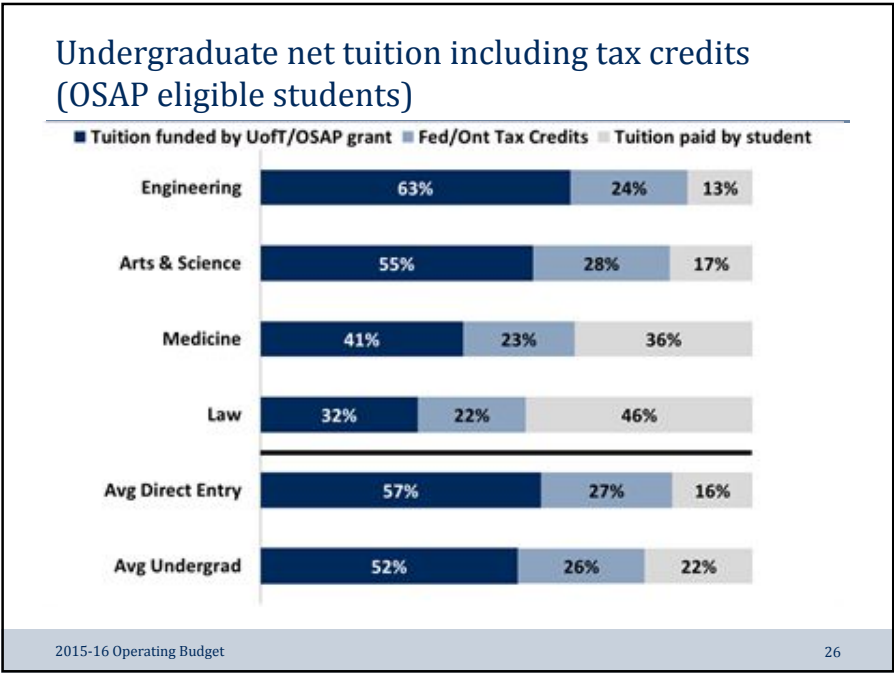
Theme 1: Teaching Excellence	\$7.80M
• Faculty FTE, Interdivisional Teaching, teaching innovation	
Theme 2: Research Excellence	\$3.75M
• PhDEIF, operating cost of research space, student entrepreneurship	
Theme 3: Internationalization	\$1.25M
• International student services, international student experience	
Theme 4: Structural Budget Support	\$2.00M

Student financial support

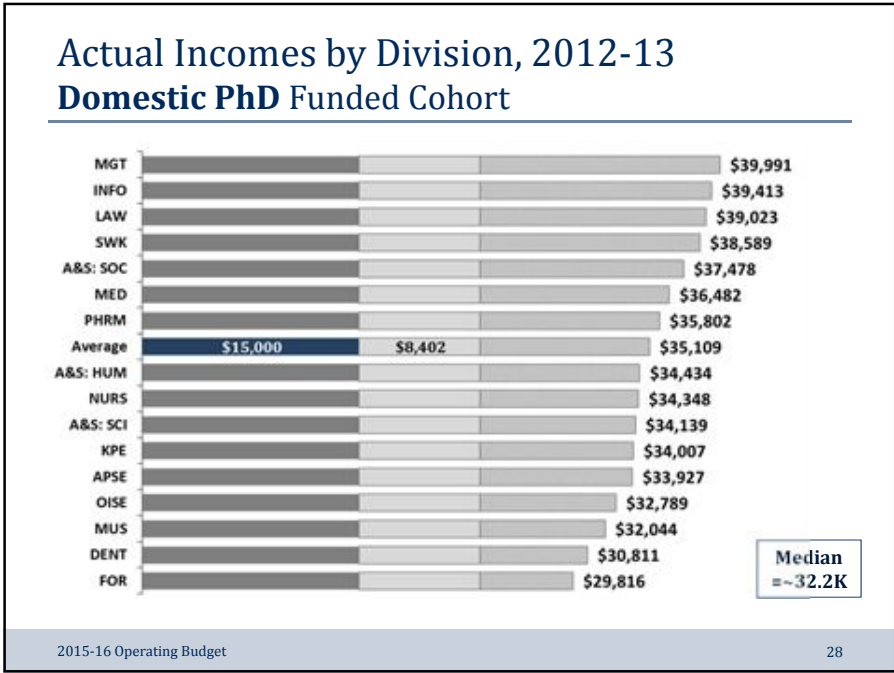
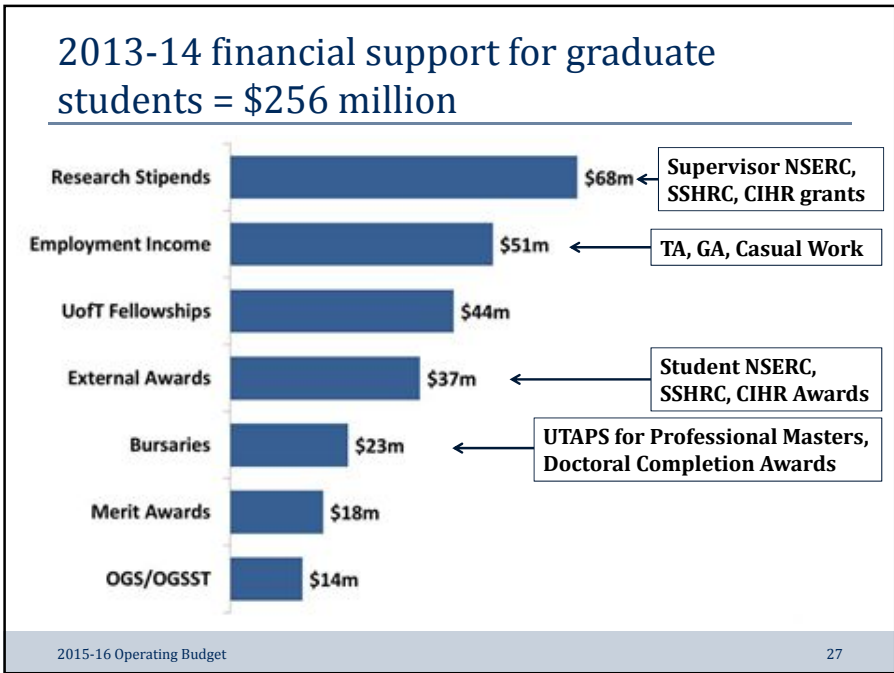




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## In Summary



### Structural budget challenge: scenario if we were to freeze all growth in students, faculty and staff

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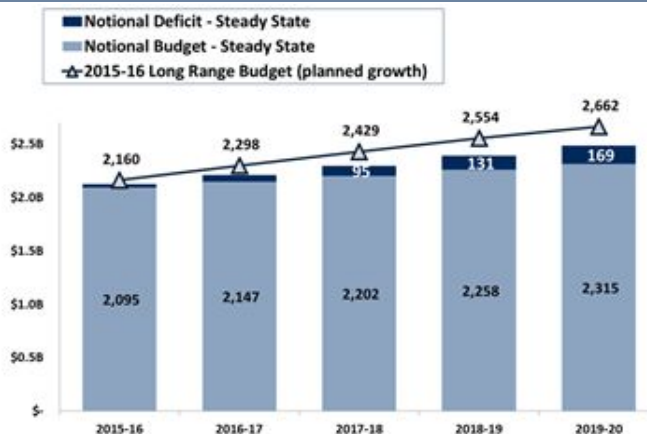
Revenue Share by Category		Average Increase
Operating grants	<b>30%</b>	0.0%
Domestic Tuition	<b>27%</b>	3.0%
International...	<b>21%</b>	6.2%
Misc other revenue	<b>21%</b>	1.8%
<b>Weighted Average Increase in Revenue = 2.5%</b>		

Expense Share by Category		Average Increase
Compensation	<b>67%</b>	4.8%
Other Expenses	<b>25%</b>	2.0%
Student Aid	<b>8%</b>	3.4%
<b>Weighted Average Increase in Expense = 4.0%</b>		
<b>STRUCTURAL DEFICIT = 1.5%</b>		

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## Notional Deficit Projection at Steady State (\$M)



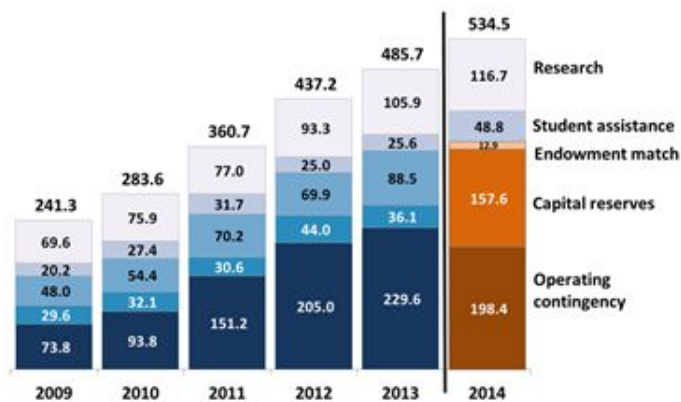
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## Reserve balances

Note: change of reporting categories in 2014



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## Summary

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- Provincial Grant continues to decline as overall source of revenue
- International enrolment growth is very strong
- Source of revenues generally more dynamic and risky – divisions prioritizing OTO investments
- Incoming undergraduate entering averages continue to rise
- Good progress on graduate student intensification as per 2030 plan
- UofT provides competitive support for graduate students
- Continue to face a structural budget challenge but some improvement on the expense side
- More attention to alternative revenues – growing the non-student portion of the pie
- As always...decisions matter