



UTM CAMPUS COUNCIL MEETING
Thursday, February 6, 2014 at 4:10 p.m.
Council Chamber, Room 3130, William G. Davis Building

AGENDA

- 1. Chair's Remarks**
- 2. Report of the Vice-President & Principal**
- 3. An Overview of External Relations at UTM: Presentation from Mr. Andrew Stelmacovich, Executive Director of Advancement (for information)**
- 4. 2014-15 Operating Plans: UTM Service Ancillaries ***

Be it Resolved,

THAT, the proposed 2014-15 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1, the service ancillary capital budgets as summarized in Schedule 5, and the rates and fees in Schedule 6, as recommended by Mr. Paul Donoghue, Chief Administrative Officer, in the proposal dated December 9, 2013 be approved, effective May 1, 2014.

CONSENT AGENDA **

- 5. Report of the Previous Meeting:** Report 2 of the UTM Campus Council, December 9, 2013
- 6. Reports for Information**
 - a. Report 3 of the Agenda Committee (January 23, 2014)
 - b. Report 3 of the Academic Affairs Committee (January 9, 2014)
 - c. Report 3 of the Campus Affairs Committee (January 8, 2014)

+ 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

7. Date of the Next Meeting – March 5, 2014 at 4:10 p.m.

8. Question Period

9. Other Business

+ 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

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**FOR APPROVAL****PUBLIC****OPEN SESSION**

TO: UTM Campus Council

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PRESENTER: Joseph Leydon, Chair, Campus Affairs Committee
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DATE: January 30, 2014 for February 6, 2014

AGENDA ITEM: 4

ITEM IDENTIFICATION:

2014-15 Operating Plans: UTM Service Ancillaries

JURISDICTIONAL INFORMATION:

Under Section 5.3.1.b, of the Campus Affairs Committee Terms of Reference, Campus Affairs Committee “considers and recommends to the UTM Council for approval the operating plans for the campus and student services ancillaries”.

GOVERNANCE PATH:

1. Campus Affairs Committee [For Recommendation] (January 8, 2014)
2. **UTM Campus Council [For Approval] (February 6, 2014)**
3. University Affairs Board [For Information] (March 18, 2014)
4. Executive Committee [For Confirmation] (March 27, 2014)

PREVIOUS ACTION TAKEN:

The 2013-14 UTM service ancillaries were approved by UTM’s previous governance bodies, the Resource Planning and Priorities Committee (November 26, 2012) and Erindale College Council (January 14, 2013). They received final consideration and approval at the University Affairs Board (March 19, 2013), as part of the university’s overall service ancillary operating plans.

The Campus Affairs Committee, at its January 8, 2014 meeting considered and recommended this proposal for UTM Campus Council consideration.

HIGHLIGHTS:

The UTM Campus Affairs Committee approves operating plans for all UTM service ancillaries on an annual basis. These plans include a Management Report that describes the proposed services and

programs offered within the financial parameters of the University's operating budget and financial policies set by the Business Board. The plans also include each ancillary's annual operating budget, as well as changes to program and levels of service, categories of users, accessibility, and compulsory or optional fees. This year, the plans include actual financial results for the 2012-13 fiscal year, the forecast for 2013-14 and projections for the five year period, 2014-15 to 2018-19. Only the proposed budget for 2014-15 is presented for approval.

Consultation:

With the new governance structure now in place, a number of bodies or groups continue to be involved in consultative processes for major ancillaries prior to the operating plans being submitted to the Campus Affairs Committee. The Student Housing & Residence Life operating plan is reviewed by the Student Housing Advisory Committee (SHAC) that includes membership from all residence constituencies, including graduate and undergraduate students in residence, families in residence, student staff in residence as well as representation from UTM's undergraduate Residence Council. Food Services is reviewed by the Food Service Advisory Committee with membership of students (undergraduate, graduate, UTMSU, Residence Council), faculty and staff. Details of the Meal Plan component of Food Services is also reviewed by the Resident Student Dining Committee drawing membership from each of the residences (including first and upper year townhouse clusters). The Parking operating plan is reviewed by the Transportation & Parking Advisory Committee that includes undergraduate and graduate students, faculty and staff.

All of the advisory committees¹ (Student Housing, Food Services and Transportation & Parking) were provided with an opportunity to review and give feedback on their respective ancillary's management plans, proposed rates and financials. While most of the discussion focused on the proposed 2014-15 year, long term budget projections were also provided. The advisory committees had detailed discussions of the issues affecting each ancillary, including the following: the mandatory nature of the Meal Plan, the need for building a reserve for an extension onto the existing parking deck, the management of parking supply and demand, balancing proposed residence rate fee increases with maintenance and programming, and sustaining residence guarantees for new and international students. There was general support and no objections to any of the ancillaries' proposed 2014-15 operating plans. In addition, the ancillary operating plans and management reports were reviewed by the University of Toronto Financial Services Department (FSD).

Service Ancillaries Overview:

The service ancillaries include the Student Housing & Residence Life (residence), conference, food and parking services at UTM. These operations are currently experiencing the effects of the continued growth in enrolment on campus in different ways. All of the UTM ancillaries operate without subsidy except for Conference services, which has a budgeted deficit for 2014-15. The Residence operation is well on its way to achieving the challenging financial plan necessary to

¹For more information on Terms of Reference (including membership) of these committees, please go to: <http://www.utm.utoronto.ca/governance/governance/advisory-committees-terms-reference>.

recover from large investments in new residences, the last of which were built in 2003 and 2007. Conference Services has been and continues to be challenged by a reduction in space available in which to operate. Food Services continues to make further, large investments in outlets to service the growing population and Parking perseveres in providing adequate inventory at peak times while continuing to save for an expansion of the existing parking deck, the need for which is expected in 2016-17.

2014-15 Service Ancillary Operating Plans and Budgets:

The 2014-15 budget incorporates a \$0.8 million (4.5%) increase in revenues of which \$0.6 million (5.0%) is from Residence; \$0.1 million (5.8%) is from Food Services; Parking Services anticipates an increase of \$0.1 million (3.0%).

Service Ancillary Capital Budgets:

Facilities improvements and equipment purchases, which can include everything from a stove to a roof replacement, total \$1.399 million for Residence and \$0.35 million for Food Services in 2014-15.

2014-15 Service Ancillary Rates and Fees:

The 2014-15 parking budget includes a 3% permit price increase. There is no price increase planned for Pay & Display rates. Residence rates are set to increase by 5% in 2014-15. Meal plan rates are set to increase on average by 2.7% (a detailed breakdown of rate increases can be found in schedule 6).

These budgets and rates provided for approval for 2014-15, are reasonable given the ongoing challenges facing the ancillaries, with the understanding that there will be continuing work to address various issues.

FINANCIAL IMPLICATIONS:

The anticipation of each ancillary in achieving the objectives of the budget guidelines is summarized in Schedule 2.

RECOMMENDATION:

Be it Resolved,

THAT, the proposed 2014-15 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1, the service ancillary capital budgets as summarized in Schedule 5, and the rates and fees in Schedule 6, as recommended by Mr. Paul Donoghue, Chief Administrative Officer, in the proposal dated December 9, 2013 be approved, effective May 1, 2014.

DOCUMENTATION PROVIDED:

UTM Service Ancillary Report on Operating Plans 2014-15 (December 9, 2013).



UNIVERSITY OF
TORONTO
MISSISSAUGA

Service Ancillary Report on Operating Plans

2014-15

December 9, 2013

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Summary

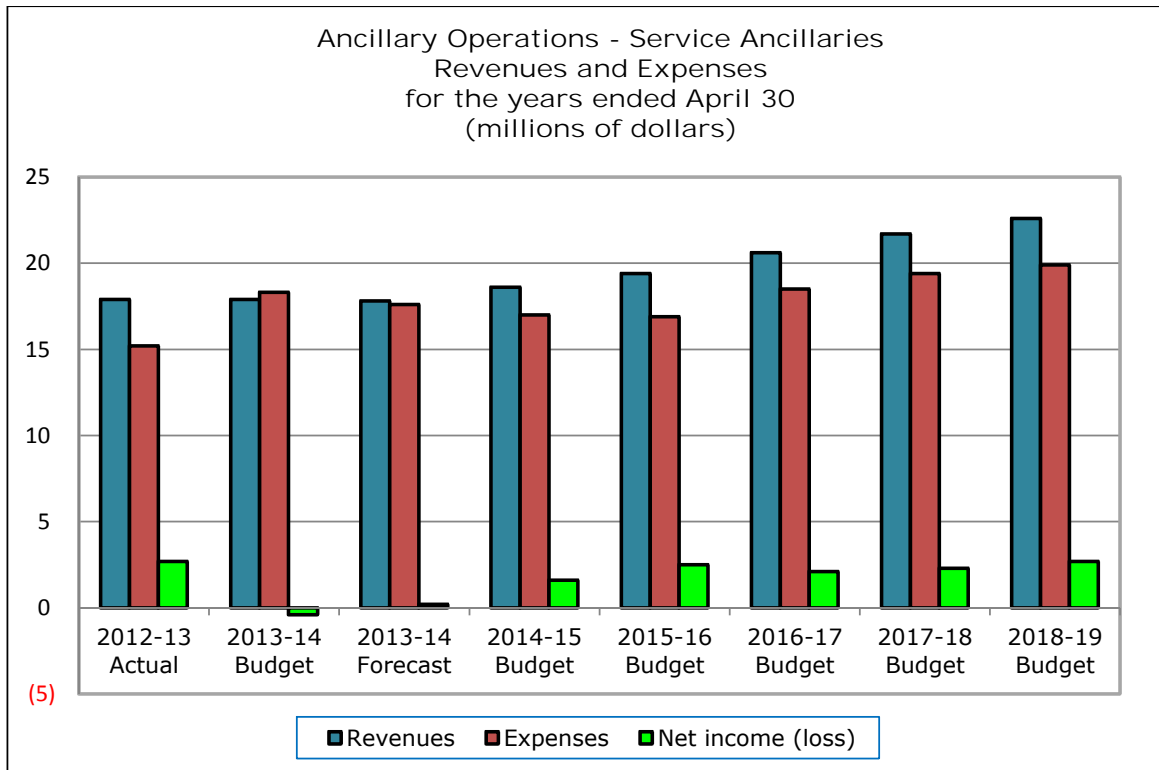
The service ancillaries include the Student Housing & Residence Life (residence), conference, food and parking services at UTM. These operations are currently experiencing the effects of the continued growth in enrolment on campus in different ways. The Residence operation is well on its way to achieving the challenging financial plan necessary to recover from large investments in new residences. Conference Services has been and continues to be challenged by a reduction in space available in which to operate. Food Services continues to make further, large investments in outlets to service the growing population and Parking perseveres in providing adequate inventory at peak times while continuing to save for an expansion of the existing parking deck.

These operations are measured over the long-term on their success in meeting the following four objectives:

1. To operate without subsidy from the operating budget. Should the need for a subsidy be identified, the subsidy must be expressed as a matter of policy and compete on equal terms with other priorities in the operating budget.
2. To provide for all costs of capital renewal, including deferred maintenance. Provision must be made for regular replacement of furniture and equipment.
3. Having achieved the first two objectives, create and maintain an operating reserve (excluding capital requirements) at a minimum level of 10 percent of annual expenditure budgets (net of cost of goods sold, capital renewal costs and deans' and dons' expenses), as a protection against unforeseen events which would have a negative financial impact on the operation.
4. Having obtained the first three objectives, service ancillaries will contribute net revenues to the operating budget (for purposes of clarification, the fourth objective relates to all contributions of net revenues made by the ancillary operation to any operating budget outside of their own operation). The rate of contribution will be established by each individual campus for each individual ancillary.

This report includes financial highlights for 2013-14 forecasts, 2014-15 budgets and long range plans. The report also includes summary financial schedules. Copies of the detailed submissions may be obtained from the Assistant Director, Ancillary and Student Services, Business Services.

Consolidated Financial Highlights

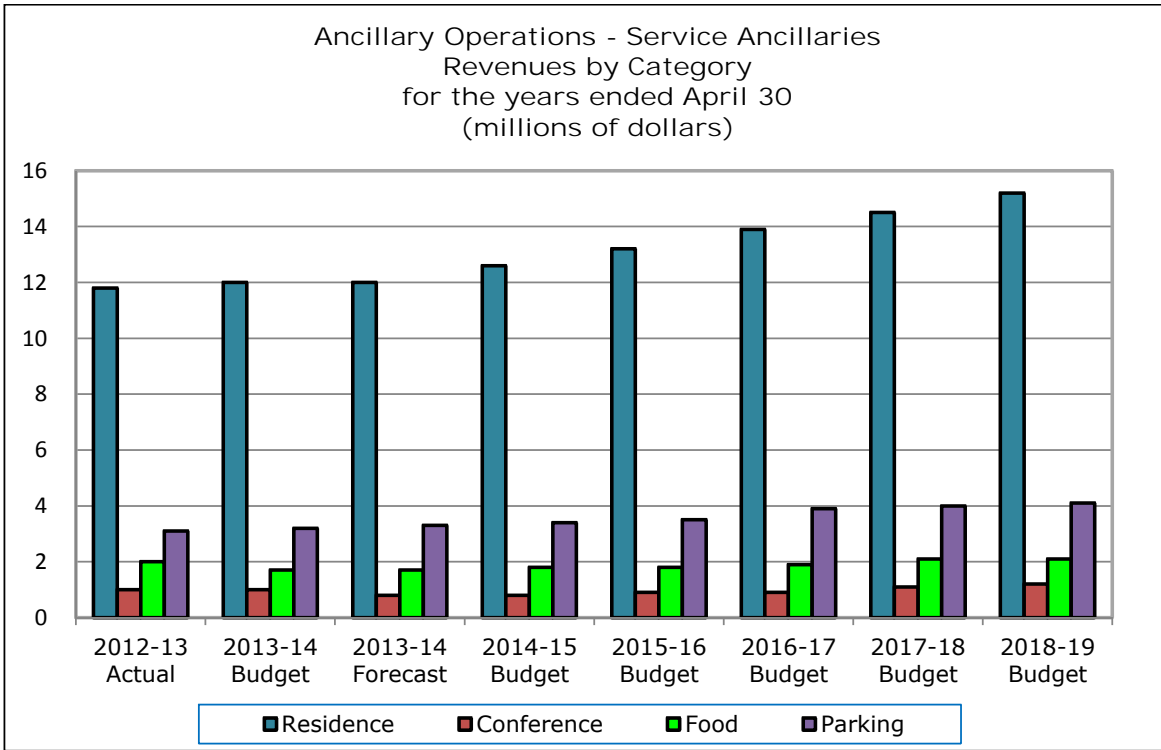


	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	17.9	17.9	17.8	18.6	19.4	20.6	21.7	22.6
Expenses	15.2	18.3	17.6	17.0	16.9	18.5	19.4	19.9
Net income (loss)	2.7	(0.4)	0.2	1.6	2.5	2.1	2.3	2.7
Revenue increase		0.0%	-0.6%	3.9%	4.3%	6.2%	5.3%	4.1%

The UTM service ancillaries are forecasting net income of \$0.2 million before transfers at April 30, 2014 on projected revenues of \$17.8 million. The forecasted net income represents a \$2.5 million decrease from last year's net income of \$2.7 million. Compared to budget, the forecasted net income for 2013-14 is higher by \$0.6 million. This favourable variance from budget is due to residence (\$0.5 million) and parking services (\$0.1 million) (see table on page 6). For the 2014-15 budget, the service ancillaries are anticipating a surplus of \$1.6 million with \$18.6 million of revenues and \$17.0 million of expenses. Compared to the 2013-14 forecast, the \$1.6 million surplus represents an increase of \$1.4 million in net income with an increase of 4.5% in revenues and a decrease of 3.4% in expenses.

1. Revenues

For 2013-14, the ancillaries are forecasting revenues to be \$0.1 million lower than budget. The revenues are forecast to increase for parking (\$0.1 million), hit budget for residence and food and decrease for conference services (\$0.2 million). The total forecasted revenues for 2013-14 are \$0.1 million lower than 2012-13 actual.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residence	11.8	12.0	12.0	12.6	13.2	13.9	14.5	15.2
Conference	1.0	1.0	0.8	0.8	0.9	0.9	1.1	1.2
Food	2.0	1.7	1.7	1.8	1.8	1.9	2.1	2.1
Parking	3.1	3.2	3.3	3.4	3.5	3.9	4.0	4.1
Total Revenue	17.9	17.9	17.8	18.6	19.4	20.6	21.7	22.6

The 2014-15 budget incorporates a \$0.8 million (4.5%) increase in revenues over forecast, of which \$0.6 million (5.0%) is from residence and \$0.1 million (5.8%) is from Food Services and Parking Services anticipates an increase of \$0.1 million (3.0%).

The long range plan projects revenues to increase by \$4.0 million (21.5%) from 2014-15 to 2018-19. Of this increase, \$2.6 million will come from Residence, \$0.3 million from Food Services, \$0.7 million from Parking Services and \$0.4 million from Conference Services.

(a) Residence

Forecasted residence revenues for 2013-14 are better than 2012-13 actuals due to rate increases and occupancy reaching 96%. Residence rates are set to increase by 5% in 2014-15. Demand remains strong with occupancy estimated to remain at 96% for 2014-15.

Approximately 100 residence rooms will, however, be unavailable in 2014-15 (through to the fall of 2016), due to the need to house academic and administrative offices for employees displaced by the second phase of the reconstruction of the North Building. The budget assumes that any lost revenue will be replaced and charged to the capital project as a secondary effect.

(b) Conference Services

Conference Services revenues for 2013-14 are forecasted to be \$0.2 million less than budget due to the loss of Spigel Hall which resulted in some larger conference groups to take their business elsewhere. Also, the shortfall in revenues are due to a reduction of residence rooms available for conference groups over the summer as residences were taken off-line for repairs and due to the increase in summer students and the Academic Culture and English (ACE) program.

The ancillary will face continued pressure to replace lost conference groups with reduced residence rooms and event space, especially as the campus enrolment increases and more departments are offering courses over the summer.

The annual contribution to the operating budget is uncertain after 2014-15.

(c) Food Services

Food Services revenues are expected to increase in 2014-15 due to increased meal plan rates which are set to increase on average by 2.7% and due to expected increased sales from the opening of new food outlets in the North Building and the Innovation Center.

The budget assumes that meal plan sales, which would be negatively affected by the reduction in students living in residence, due to the residence rooms that are being repurposed into office space as noted above, will be replaced and charged to the capital project as a secondary effect.

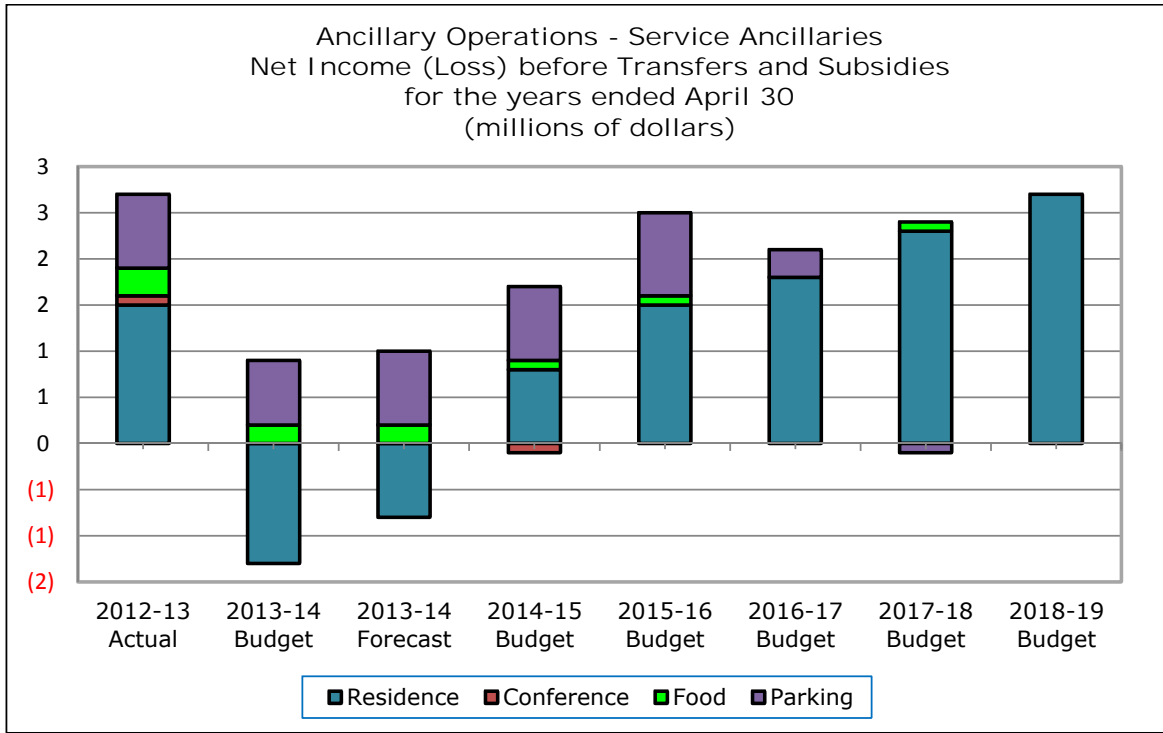
Annual surplus is being allocated to the construction reserve for future construction.

(d) Parking

Revenue growth reflects permit rate increases of 3% and increased volume in Pay & Display revenue due to enrolment growth. Annual surplus continues to be allocated to the construction reserve since an expansion of the deck is planned for 2016.

2. Net Income (Loss)

The forecasted net income for 2013-14 is \$0.2 million, which is \$0.6 million more than budget but \$2.5 million less than 2012-13. The largest contributors of income are Parking (\$0.8 million) and Food Services (\$0.2 million) with an offsetting loss from Residence (\$0.8 million) due to the repairs required on Erindale Hall.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residence	1.5	(1.3)	(0.8)	0.8	1.5	1.8	2.3	2.7
Conference	0.1	-	-	(0.1)	-	-	-	-
Food	0.3	0.2	0.2	0.1	0.1	-	0.1	-
Parking	0.8	0.7	0.8	0.8	0.9	0.3	(0.1)	-
Net income (loss)	2.7	(0.4)	0.2	1.6	2.5	2.1	2.3	2.7

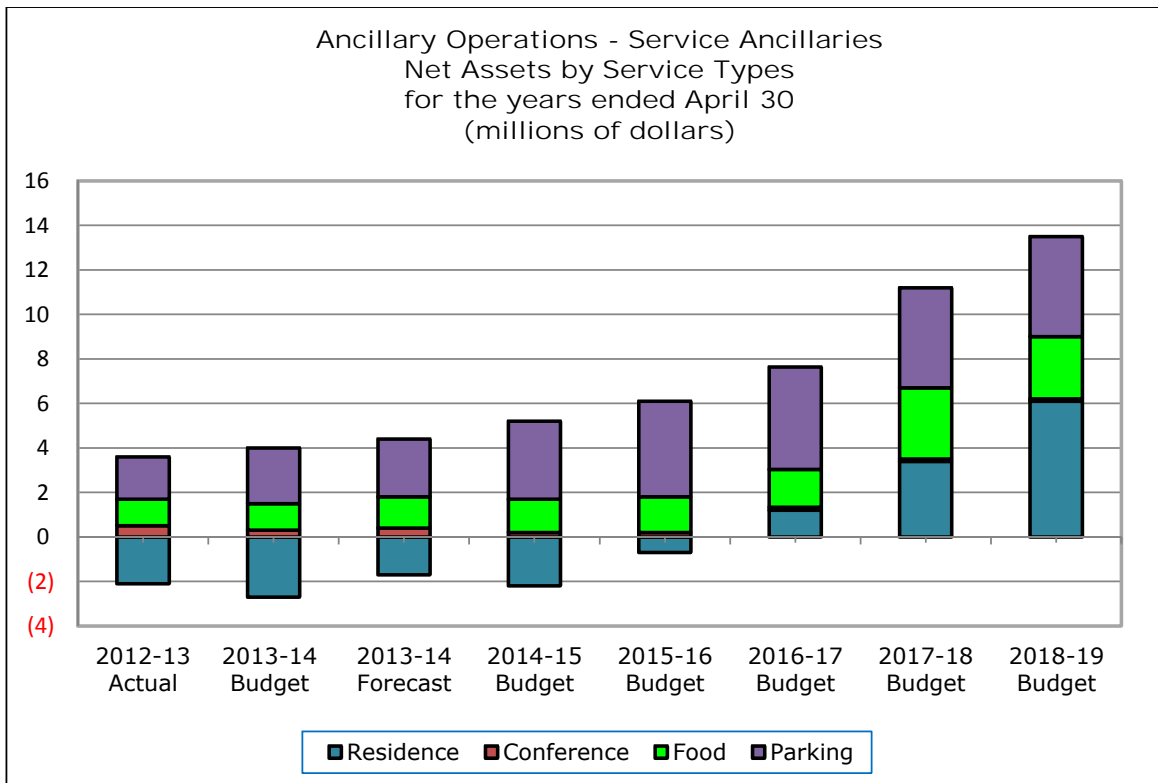
The chart shows the impact of expansion of parking spaces and food service outlets to accommodate growth over the period.

3. Net Assets

Net assets reflect the net worth of the service ancillaries. Over time net assets change due to the net income or loss for the year and transfers in or out of the operation. Net Assets are recorded in several sub-categories and the sum of these various categories represents the total net worth of each ancillary.

- The unrestricted net assets category represents net assets on hand that have not been set aside for any of the specific purposes listed below.
- Various reserves such as operating reserve, capital renewal reserve and construction reserve represent net assets that have been set aside for these specific purposes.
- Investment in capital assets represents university funds that have previously been spent on capital assets. When those funds are spent they result in an increase to this category and an offsetting decrease in unrestricted net assets. Over time, depreciation charges cause a decrease in the investment in capital assets category as the depreciation is funded from future revenues, thus increasing the unrestricted net assets category.

The following chart shows the net assets for the ancillaries from 2012-13 to 2018-19.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residence	(2.1)	(2.7)	(1.7)	(2.2)	(0.7)	1.2	3.4	6.1
Conference	0.5	0.3	0.4	0.2	0.2	0.1	0.1	0.1
Food	1.2	1.2	1.4	1.5	1.6	1.7	3.2	2.8
Parking	1.9	2.5	2.6	3.5	4.3	4.6	4.5	4.5
Total Net Assets	1.5	1.3	2.7	3.0	5.4	7.6	11.2	13.5

For 2013-14, the service ancillaries are forecasting total net assets of \$2.7 million. The 2014-15 operating plans project total net assets of \$3.0 million, the difference coming from the Net Income described above.

Net assets are expected to grow to \$13.5 million by 2018-19, reflecting an increase of \$10.5 million from 2014-15. This increase consists of a growth of \$8.3 million from residence, \$1.3 million from Food Services, \$1.0 million from Parking and a loss of \$0.1 million from Conference Services.

Net assets is made up of various reserves as set by the ancillary and/or required to ensure the ancillary meets the four objectives noted above.

Ancillary Operations - Service Ancillaries
 Net Assets (Deficit) by Category
 for the budget year 2014-15
 (millions of dollars)

	Unrestricted Surplus/(Deficit)	Investment in capital assets	Capital Renewal Reserve	Operating Reserve	Construction Reserve	Total Net Assets
Residence	(5.8)	2.2	0.5	0.9	-	(2.2)
Conference	0.1	-	-	0.1	-	0.2
Food	-	1.0	0.1	0.1	0.3	1.5
Parking	-	-	-	0.2	3.3	3.5
	(5.7)	3.2	0.6	1.3	3.6	3.0

The anticipated total net assets of \$3.0 million for 2014-15 are the sum of \$3.2 million investment in capital assets, \$0.6 million commitments to capital renewal, \$1.3 million to operating reserves, and \$3.6 million to construction reserves, partially offset by \$5.7 million in unrestricted deficit.

As depreciation is charged and funded from future revenues, the \$3.2 million investment in capital assets will decrease with a corresponding decrease in unrestricted deficit.

UTM Residence is projecting an accumulated unrestricted deficit in 2014-15 of \$5.8 million. Ancillaries with accumulated deficits are charged interest on their deficits and must absorb any interest rate changes on this short-term financing of deficits (long-term loans are all at fixed rates).

4. Ancillary Debt

For 2013-14, the service ancillaries are projecting a total outstanding debt of \$54.1 million (on original loans issued of \$69.1 million), of which \$44.6 million is for residence and \$9.5 million is for parking. The estimated principal and interest repayment on the borrowing for residence is projected to be \$4.4 million, representing 36.7% of revenues and for parking \$1.0 million or 31.2% of revenues. The estimated interest costs on borrowing will be \$2.9 million or 24.2% of revenues or 22.6% of expenses for residence and \$0.6 million for parking which represents 18.8% of revenues and 25.0% of expenses.

UTM parking has included additional borrowing for an expansion of the existing parking deck.

	2012-13 Actual	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Residence	46.6	44.6	42.4	40.1	37.7	35.1	32.3
Conference	-	-	-	-	-	-	-
Food	-	-	-	-	-	-	-
Parking	9.9	9.5	9.0	8.6	8.1	7.5	7.0
Parking Deck (new loan)					4.2	3.6	3.1
Total Loan Balance	56.5	54.1	51.4	48.7	50.0	46.2	42.4

Continuing enrolment growth, the first year and four year international residence guarantee program and demand from upper year students to return to residence have all contributed to sustain strong fall and winter session occupancy rates for residence. The building expansion from 1997-8 to 2006-7 to increase residence spaces created a financial strain for UTM residence, including large borrowings and the existence of an accumulated deficit.

Evidence from supply and demand of existing parking spaces and enrolment projections suggests that an additional 300 parking spaces will probably be needed in the fall of 2016. The challenge facing the Parking ancillary is that although all operating revenues in excess of expenses will be contributed to the construction reserve, the balance of this reserve will be insufficient to cover the estimated \$8.6 million cost of the parking expansion. Although it is uncertain if the ancillary will obtain a loan from the University, it is projected as noted above.

Review of the 2013-14 Ancillary Operations

Residence bed inventory is stable with an occupancy rate of 96%.

Food Services is busy finalizing plans for two new outlets in the North Building and the Innovations Complex, as well as transitioning to a new Director. Revenues are strong and all realized profits are redirected to investment in new outlets.

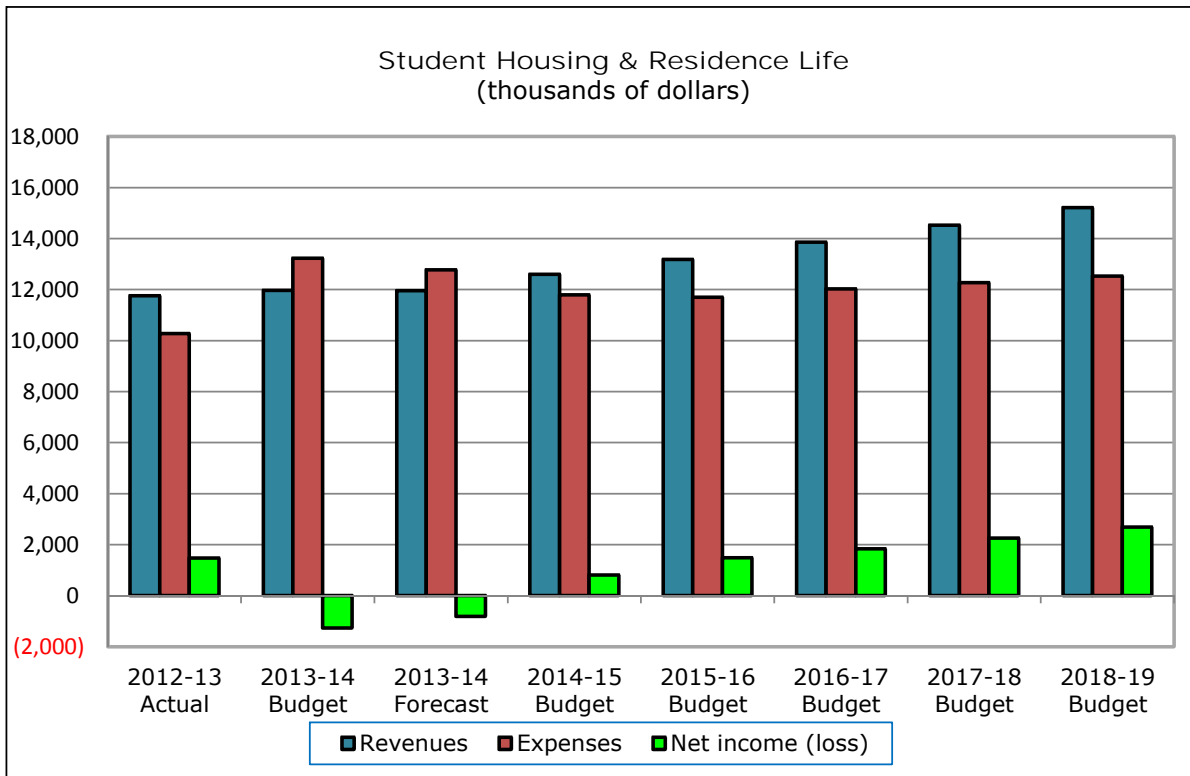
Conference Services has recently lost a long-term customer, the Toronto Argonauts, and is focused on replacing this business, along with a number of challenges such as reduced available inventory of beds in residence, due to maintenance requirements and the need to house some offices in Erindale Hall over the next two years.

Parking operations experienced utilization very close to maximum capacity (and overload at some times) during September 2013. By mid-October, as is usual, utilization was down to a very manageable rate and there were very few problems finding a space. The operation is working with the Registrar's Office, examining traffic patterns and keeping a close eye on several campus activities that may impact the ability to park during peak times next fall. Financially, the operation continues to generate a profit and direct any profit to the \$8.6 million deck expansion project planned for 2016.

(a) Residence

With 1,280 single undergraduate student beds and 121 family and graduate student units, the UTM residences provide accommodation to over 1,500 residents in eight building complexes with a multitude of options, such as 2, 3 and 4 bedroom townhouses, 2 and 4 bedroom apartment suites, and traditional style suites. The occupancy rate for 2013-14 is forecast at 96%.

This ancillary meets the first three objectives and does not contribute to the operating budget.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	11,759	11,967	11,962	12,603	13,187	13,858	14,529	15,217
Expenses	10,281	13,230	12,779	11,796	11,698	12,024	12,271	12,523
Net income (loss)	1,478	(1,263)	(817)	807	1,489	1,834	2,258	2,694
Revenue increase		1.8%	1.7%	5.3%	4.6%	5.1%	4.8%	4.7%

The ancillary is forecasting an operating deficit of \$817k in 2013-14, which is \$446k better than budget. The negative operating loss is due to the necessity of incurring expenses for major repairs to Erindale Hall. The better than budget forecast is mainly due to higher summer occupancy than budget. Growth in the Academic Culture and English (ACE) Program increased demand that contributed to increased summer revenues. The favourable variance is due to savings in salaries, wages and benefits due to various position vacancies and staff changeover; the utilities rates being better than budgeted; and the delayed completion of brick and roof parapet repairs for Erindale Hall which decreased the major maintenance expense.

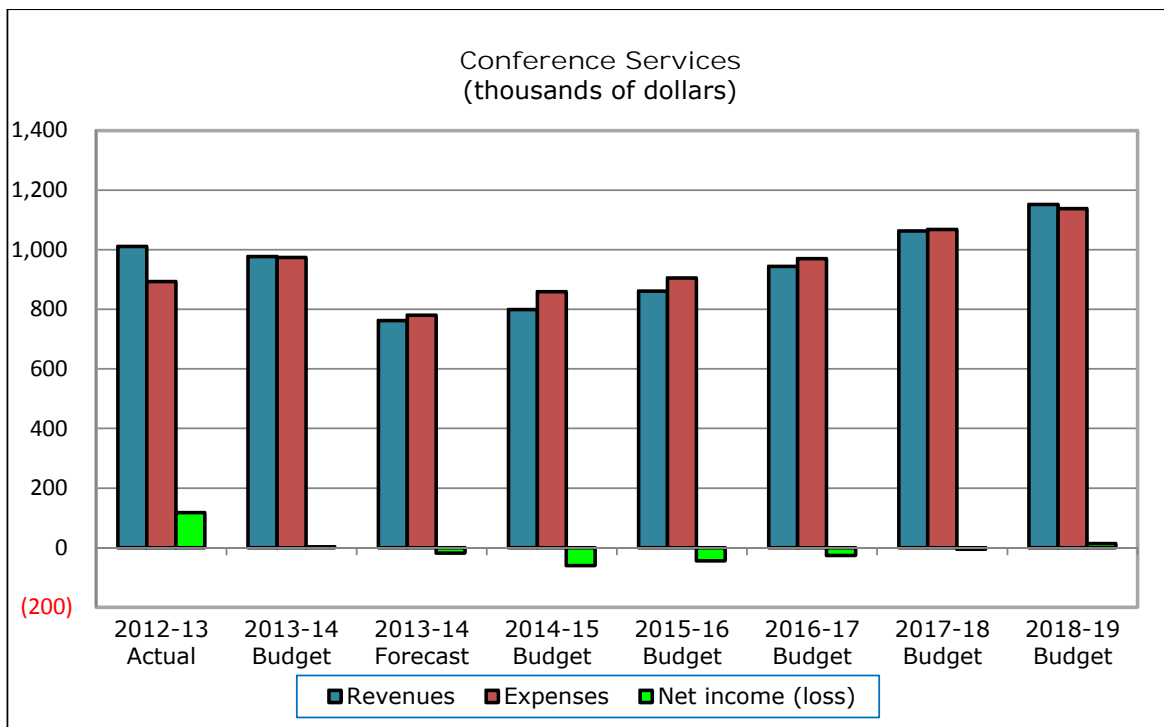
During 2014-15, Erindale Hall will be used to house offices for faculty and staff displaced during the demolition of phase 2 of the North Building. The construction project will replace lost residence revenues.

This operating plan is based on a 5% rate increase in 2014-15 assuming occupancy of 96%. Salaries, wages and benefits reflect increases related to contractual obligations. Annual and major maintenance expenses have decreased from 2013-14 as a result of not having the large requirements of the Erindale Hall repair. The UTM Facilities, Management & Planning Facilities Audit has resulted in a number of repairs that have been budgeted including re-roofing of Roy Ivor Hall and Putnam Place, the replacement of the Oscar Peterson Hall chiller, replacement of the fire system in Roy Ivor Hall and ceiling restorations in both McLuhan Court and Putnam Place.

The ancillary is projecting net assets to be in a deficit of \$2,156k in 2014-15, with unrestricted deficit of \$5,818k, capital renewal reserve of \$527k, operating reserve of \$916k and investment in capital assets of \$2,219k. It anticipates net assets will be positive in 2016-17.

(b) Conference Services

This ancillary currently meets three objectives because the ancillary is expecting to have operating losses and therefore is not operating without subsidy from the operating budget. Due to increasing limitations on residence beds over the next three years and the loss of the Toronto Argonauts as customers, the ancillary plans to discontinue the contribution to operating budget after 2014-15, until revenues return to a more robust level.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	1,011	977	762	799	861	944	1,063	1,152
Expenses	893	974	780	859	905	970	1,068	1,138
Net income (loss)	118	3	(18)	(60)	(44)	(26)	(5)	14
Revenue increase		-3.4%	-24.6%	-18.2%	7.8%	9.6%	12.6%	8.4%

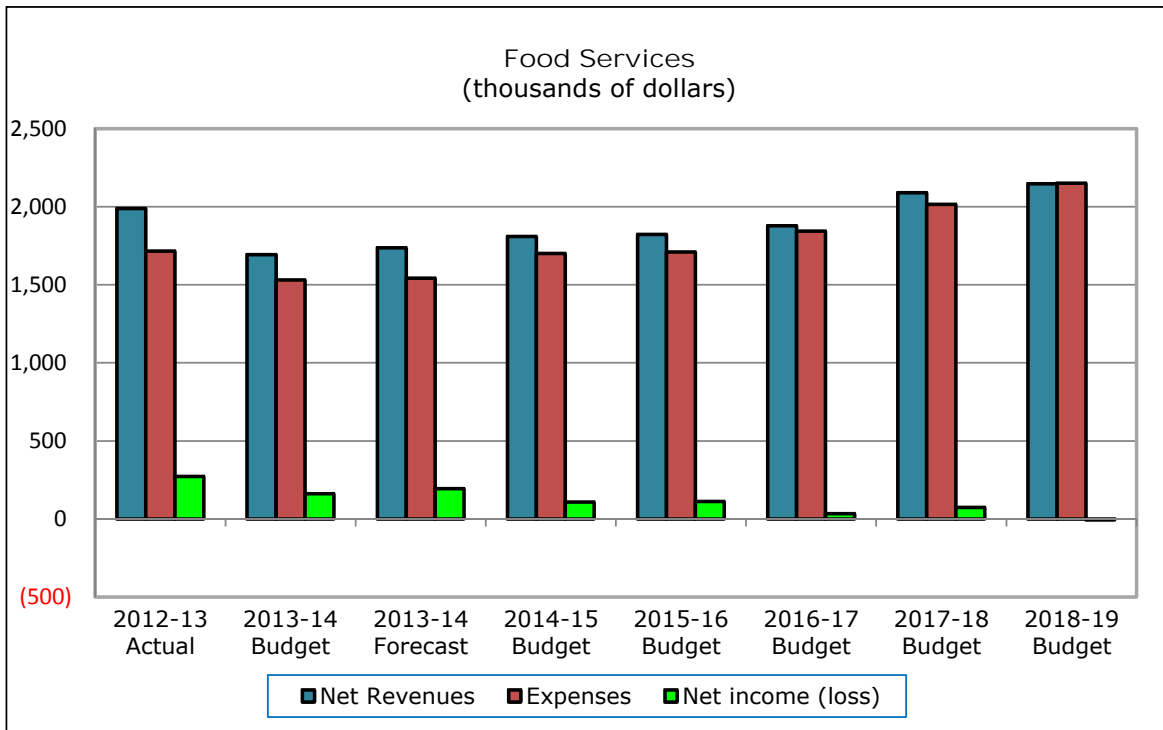
As noted above, Conference Services is expecting a loss in 2013-14 of \$18k which is \$21k worse than budget. The 2014-15 plan shows a modest increase in revenues of \$37k due to an increase in accommodation, food and rental rates from new conference groups that are expected to offset the lost groups from the current fiscal year and the loss of the Argos.

The operating results are expected to be negative for 2014-15 and the following three years as the operation begins to rebuild revenues in the face of space limitations. The ancillary also has plans to hire an Assistant Director to replace the Conference Manager, previously vacated through retirement, currently planned for 2014-15. The Assistant Director is to lead the re-positioning and rebuilding of this operation.

(c) Food Services

Food Services are delivered through an independent provider, Chartwells, with management oversight provided by the Director of Hospitality & Retail Operations, who works closely with Chartwells on all aspects of Food Services at UTM.

In 2013-14, the ancillary experienced fairly stable operations with increased volumes reflecting increased campus enrolment and small price increases. A renovation of the Spigel kitchen, which provides food for various outlets across campus, was undertaken. The ancillary also experienced the loss of the Director of Hospitality, a key driver of the operations. Preparations were made for new outlets which will open in the North Building and the Innovations Complex in 2014-15.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Net Revenues	1,988	1,692	1,736	1,810	1,822	1,878	2,089	2,146
Expenses	1,715	1,530	1,542	1,701	1,709	1,844	2,015	2,151
Net income (loss)	273	162	194	109	113	34	74	(5)
Revenue increase		-14.9%	-12.7%	7.0%	0.7%	3.1%	11.2%	2.7%

Forecasted revenues are expected to exceed budget and net revenues are forecasted to be \$1,736k, which is higher than budget of \$1,692k. Operating surplus before commitments is forecasted at \$194k which is higher than the budget of \$162k.

For 2014-15, the ancillary is budgeting net revenues of \$1,810k, an increase of 4.3% over forecast due to an average increase in meal plan rates of 2.7%, increased enrollment, the opening of new food outlets in the North Building (phase 1) and the Innovation Complex and higher incidence of cafeteria sales. Net income is expected to be \$109k. Net assets are anticipated to be \$1,534k with \$1,011k in investment in capital, \$111k in operating reserves, \$50k in capital renewal reserves and \$362k in construction reserves.

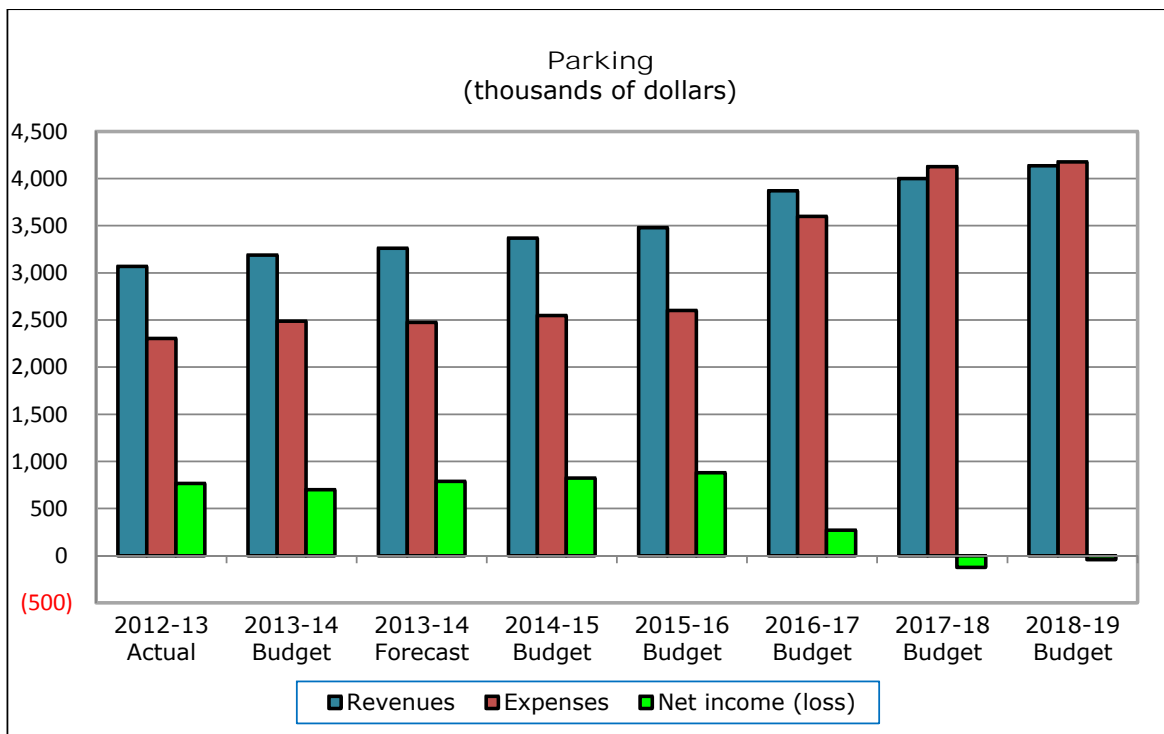
The surpluses currently being generated are required to fund the planned growth according to the campus food service master plan. The food services development

plan and subsequent projected development costs over the next few years are expected to be almost \$3 million. The ancillary projects positive operating results until 2016-17 when the large construction project – the permanent food court in the Davis Building Meeting Place – takes effect. Following that, results will be negative for a few years.

(d) Parking Services

For the 2014-15 budget year, the parking ancillary meets the first and third objective. The ancillary has been allocating its annual surplus to the construction reserve since an expansion of the exiting deck is planned for 2016-17.

UTM is a suburban commuter campus where the use of cars is more of a necessity than the downtown campus. UTM currently has 2,361 parking spaces. The ancillary is a member of Smart Commute, an association that works to reduce traffic congestion and encourages other modes of transportation, such as bikes. Many initiatives such as carpooling, car sharing, the discounted TTC pass program and UPass have been introduced in recent years and help to reduce congestion on campus. Nevertheless, enrolment growth will result in the need for approximately 300 additional spaces by 2016. Although operating revenues in excess of expenses are contributed to the construction reserve, the accumulated amount will be insufficient to cover the entire estimated \$8.6 million cost of the expansion. A loan will be required to build the expansion.



	2012-13 Actual	2013-14 Budget	2013-14 Forecast	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
Revenues	3,069	3,189	3,262	3,370	3,480	3,871	4,001	4,135
Expenses	2,304	2,489	2,474	2,548	2,601	3,600	4,126	4,177
Net income (loss)	765	700	788	822	879	271	(125)	(42)
Revenue increase		3.9%	6.3%	5.7%	3.3%	11.2%	3.4%	3.3%

The projected operating surplus for 2013-14 is \$788k, slightly higher than budget as a result of better than budgeted Pay & Display revenue. The surplus will be added to the construction reserve bringing it to a balance of \$2,420k.

The 2014-15 budget includes a 3% permit price increase and revenues from Pay & Display will also increase, due to increased volume, except for afternoon permits were decreased to \$130.00 in 2013-14 from \$540.24, in an effort to move parking congestion to off-peak hours. There is no price increase planned for Pay & Display rates in 2014-15. The ancillary is projecting an operating surplus of \$822k and net assets of \$3,464k.

The ancillary is projecting positive net results that will accumulate to \$4,087k in 2015-16 for the deck expansion. Following that investment, the results will be negative or breakeven for the following few years.

Review and Consultation Process

The UTM Campus Affairs Committee makes recommendations to the UTM Campus Councils on the annual budget related to service ancillaries. The budgets approved by the Campus Councils require confirmation by the Executive Committee of Governing Council. Those plans include a Management Report that describes the proposed services and programs offered within the financial parameters of the University's operating budget and financial policies set by the Business Board. The plans also include each ancillary's annual operating budget, as well as changes to program and levels of service, categories of users, accessibility, and compulsory or optional fees. This year, the plans will report on actual financial results for the 2012-13, the forecast for 2013-14 and projections for the five year period, 2014-15 to 2018-19. Only the proposed budget for 2014-15 is presented for approval.

With the new governance structure now in place, a number of bodies or groups continue to be involved in consultative processes for major ancillaries prior to the operating plans being submitted to the Campus Affairs Committee.

The Student Housing & Residence Life operating plan is reviewed by the Student Housing Advisory Committee that includes membership from all residence constituencies, including graduate and undergraduate students in residence, families in residence, and student staff in residence as well as representation from UTM's undergraduate Residence Council. Food Services is reviewed by the Food Service Advisory Committee with membership of students (undergraduate, graduate, UTMSU, Residence Council), faculty and staff. Details of the Meal Plan component of Food Services is also reviewed by the Resident Student Dining Committee drawing membership from each of the residences (including first and upper year townhouse clusters).

The Parking operating plan is reviewed by the Transportation & Parking Advisory Committee that includes undergraduate and graduate students, faculty and staff. The discussion included the possibility of not obtaining a loan, delaying the construction of the deck for one year, and the use of lots in off peak hours.

As well, the University of Toronto Financial Services Department (FSD) reviews the operating plans and management reports submitted by each ancillary. Issues requiring further attention are identified by FSD and to be addressed by the ancillaries.

SCHEDULE 1

University of Toronto Mississauga
 Service Ancillary Operations Budget Summary
 Projected Operating Results for the year ending April 30, 2015
 (with comparative projected surplus for the year ending April 30, 2014)
 (thousands of dollars)

	Revenues	Expenses	Net Income/(Loss) before Transfers	Transfers in/(out)	Net Income/(Loss) after Transfers 2015	Net Income/(Loss) after Transfers 2014
Residence	12,603	11,796	807	(1,300)	(493)	483
Conference	799	859	(60)	(100)	(160)	(118)
Food	1,810	1,701	109	-	109	194
Parking	3,370	2,548	822	-	822	788
Total	18,582	16,904	1,678	(1,400)	278	1,347

SUMMARY OF SERVICE ANCILLARY OPERATIONS LONG-RANGE BUDGET RESULTS

(thousands of dollars)

Service Ancillaries	Objectives to be met within 2014-15				2014-15					2014-15	2016-17	2018-19
	1	2	3	4	Unrestricted Surplus/ (Deficit)	Projected Investment in Capital Assets	Projected Commitments to Capital Renewal (Schedule 3)	Projected Operating Reserve (Schedule 3.1)	Projected Construction Reserve (Schedule 3.1)	Net Assets	Net Assets	Net Assets
Residence	yes	yes	yes	no	(5,818)	2,219	527	916	-	(2,156)	1,168	6,119
Conference	no	n/a	yes	yes	160	-	-	41	-	201	131	140
Food	yes	yes	yes	no	-	1,011	50	111	362	1,534	1,681	2,820
Parking	yes	no	yes	no	-	1	-	226	3,237	3,464	4,614	4,448
	Total				(5,658)	3,231	577	1,294	3,599	3,043	7,594	13,527

Objectives

Plans reflect (yes) or do not reflect (no) that the Ancillary:

1. Operates without a subsidy from the operating budget
2. Includes all costs of capital renewal including deferred maintenance
3. Generates sufficient surplus to cover operating contingencies
4. Contributes net revenue to the operating budget

SCHEDULE 3

University of Toronto Mississauga
 Service Ancillaries Operations Budget Summary
 Projected Funds to be committed for Capital Renewal
 (for the years ending April 30)
 (thousands of dollars)

	Balance May 1, 2014	Net increase (decrease) in commitments to capital renewal	Balance April 30, 2015	Balance April 30, 2019
Residence	527	-	527	527
Conference	-	-	-	-
Food	194	(144)	50	50
Parking	-	-	-	-
Total	<u>721</u>	<u>(144)</u>	<u>577</u>	<u>577</u>

University of Toronto Mississauga
 Service Ancillaries Operations Budget Summary
 Projected Funds to be committed for Operating and New Construction Reserves
 (for the years ending April 30)
 (thousands of dollars)

	Operating Reserve				Construction Reserve			
	Balance May 1, 2014	Increase/ (decrease) in operating reserve	Balance April 30, 2015	Balance April 30, 2019	Balance May 1, 2014	Increase/ (decrease) in construction reserve	Balance April 30, 2015	Balance April 30, 2019
Residence	884	32	916	977	-	-	-	-
Conference	31	10	41	50	-	-	-	-
Food	97	14	111	130	337	25	362	-
Parking	221	5	226	387	2,420	817	3,237	-
Total	1,233	61	1,294	1,544	2,757	842	3,599	-

University of Toronto Mississauga
 Service Ancillaries Operations Budget Summary
 Projected Operating Results
 (for the years ending April 30)
 (thousands of dollars)

Service Ancillary	2013-14 Forecast			2014-15 Budget			2015-16 Budget		
	Net income (loss) before transfers	Transfers in/(out)	Net income (loss) after transfers	Net income (loss) before transfers	Transfers in/(out)	Net income (loss) after transfers	Net income (loss) before transfers	Transfers in/(out)	Net income (loss) after transfers
Residence	(817)	1,300	483	807	(1,300)	(493)	1,490	-	1,490
Conference	(18)	(100)	(118)	(60)	(100)	(160)	(44)	-	(44)
Food	194	-	194	109	-	109	113	-	113
Parking	788	-	788	822	-	822	879	-	879
Total	147	1,200	1,347	1,678	(1,400)	278	2,438	-	2,438

University of Toronto Mississauga
 Service Ancillaries Operations Budget Summary
 Projected Operating Results
 (for the years ending April 30)
 (thousands of dollars)

Service Ancillary	2016-17 Budget			2017-18 Budget			2018-19 Budget		
	Net income (loss) before transfers	Transfers in/(out)	Net income (loss) after transfers	Net income (loss) before transfers	Transfers in/(out)	Net income (loss) after transfers	Net income (loss) before transfers	Transfers in/(out)	Net income (loss) after transfers
Residence	1,834	-	1,834	2,257	-	2,257	2,694	-	2,694
Conference	(26)	-	(26)	(5)	-	(5)	14	-	14
Food	34	-	34	74	1,440	1,514	(5)	(370)	(375)
Parking	271	-	271	(125)	-	(125)	(42)	-	(42)
Total	2,113	-	2,113	2,201	1,440	3,641	2,661	(370)	2,291

University of Toronto Mississauga
Service Ancillaries Operations Budget Summary
Summary of 2014-15 Capital Budgets
(with comparative figures for 2013-14)
(thousands of dollars)

	<u>2014-15</u>	<u>2013-14</u>
Residence	1,399	235
Conference	-	-
Food	350	170
Parking	<u>-</u>	<u>-</u>
Total	<u><u>1,749</u></u>	<u><u>405</u></u>

SCHEDULE 6

Schedule of 2014-15 Ancillary Rates					
	2013-14 Rate \$	2014-15 Rate \$	Increase (Decrease) \$	Increase %	Prior Year's Increase %
<u>Parking</u>					
Reserved (annual)	933.94	961.96	28.02	3%	3%
Premium Unreserved (annual - Lots 4,8,9)	666.53	686.53	20.00	3%	3%
Unreserved (annual - Lots 4 & 8 only)	644.92	664.27	19.35	3%	3%
Student Unreserved (sessional - Lots 4 & 8 only)	268.71	276.77	8.06	3%	3%
Unreserved Afternoon (annual - after 3:30pm)	540.24	180.00	(360.24)	-67%	3%
Commercial (annual - Lots 4,8,9)	1,080.49	1,112.90	32.41	3%	3%
Pay & Display (daily maximum) (6:30am to 8:00am next day)	13.00	13.00	-	0%	0%
Pay & Display (evening/weekend) (5:00pm to 8:00am next day)	6.00	6.00	-	0%	0%
Pay & Display (per half hour) (6:30am to 5:00pm)	2.50	2.50	-	0%	0%
Pay & Display (per half hour) (weekdays 5:00pm to 8:00am next day; weekends & holidays)	1.00	1.00	-	0%	0%
<u>Food</u>					
Group A					
Plus	4,499	4,699	200	4.4%	2.3%
Regular	4,199	4,349	150	3.6%	2.4%
Light	3,949	3,999	50	1.3%	2.6%
Minimum	3,639	3,649	10	0.3%	2.5%
Group B					
Regular	2,399	2,499	100	4.2%	4.5%
Light	2,149	2,199	50	2.3%	2.6%
Minimum	1,849	1,899	50	2.7%	2.8%

SCHEDULE 6, continued

Schedule of 2014-15 Ancillary Rates					
	2013-14	2014-15	Increase	Increase	Prior
	Rate	Rate	Increase	Increase	Year's
	\$	\$	\$	%	Increase
					%
<u>Residence</u>					
Undergraduate Students					
Townhouses (Schreiberwood, McLuhan, Putnam, Leacock)	7,070	7,424	354	5%	5.0%
Premium Townhouses (Leacock 2 bedroom)	7,887	8,281	394	5%	5.0%
Suites (Roy Ivor, Erindale)	7,887	8,281	394	5%	5.0%
Dormitory (Oscar Peterson)	7,070	7,424	354	5%	5.0%
Premium Townhouses (MaGrath Valley)	7,887	8,281	394	5%	5.0%
Family & Graduate Housing (per month)					
Schreiberwood					
2 bedroom townhouse					
May to Aug	1,160	1,325	165	14%*	5.9%
Sept to April	1,325	1,391	66	5%	14.2%*
3 bedroom townhouse					
May to Aug	1,199	1,365	166	14%*	5.8%
Sept to April	1,365	1,433	68	5%	13.8%*
4 bedroom townhouse					
May to Aug	1,222	1,415	193	16%*	5.8%
Sept to April	1,415	1,486	71	5%	15.8%*
Small Bachelor					
May to Aug	779	818	39	5%	5.9%
Sept to April	818	859	41	5%	5.0%
Large Bachelor					
May to Aug	818	859	41	5%	5.9%
Sept to April	859	902	43	5%	5.0%
Shared Bachelor					
May to Aug	818	859	41	5%	5.9%
Sept to April	859	902	43	5%	5.0%

* Townhouse rates reflect the inclusion of hydro fees which were previously paid separately.



UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

DECEMBER 9, 2013

5

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on December 9, 2013 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Mr. John Switzer, Chair
 Professor Deep Saini, Vice-President & Principal
 Ms Kelly Akers
 Ms Melissa Berger
 Mr. Jeff Collins
 Mr. Neil Davis
 Mr. Simon Gilmartin
 Mr. Kevin Golding
 Ms Pam King
 Dr. Rav Kumar
 Mr. Nykolaj Kuryluk
 Mr. Sheldon Leiba
 Dr. Joseph Leydon
 Ms Alice Li
 Professor Kathy Pichora-Fuller
 Professor Mihaela Pirvulescu
 Ms Judith Poë

Mr. David Szwarc

Regrets:

Professor Shay Fuchs
 Professor Hugh Gunz
 Mr. Muhammed Mahmood
 Mr. Ron Racioppo
 Mr. Masood Samim
 Dr. Karima Velji

Non-Voting Assessors:

Professor Amy Mullin, Vice-Principal Academic & Dean
 Mr. Paul Donoghue, Chief Administrative Officer

In Attendance:

Mr. Hamza Ansari, VP University Affairs & Academics, UTMSU
 Len Brooks, Director, DIFA (Diploma in Forensic Accounting), Director, MMPA (Masters of Management and Professional Accounting)
 Ms Christine Capewell, Director, Business Services
 Ms Diane Crocker, Registrar
 Professor Amrita Daniere, Vice-Dean Graduate
 Professor Angela Lange, Director of Research, Biology
 Mr. Mark Overton, Dean of Student Affairs
 Professor Sasa Stefanovic, Interim Chair, Department of Biology

Secretariat:

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

1. Chair’s Remarks

The Chair invited all members and guests to remain for a holiday reception immediately following the meeting.

The Chair noted that nominations for available seats on the UTM Campus Council, Academic Affairs Committee and Campus Affairs Committee would open on January 7, 2014 and close on January 14, 2014. The Chair encouraged members to participate as well as to promote it amongst their peers.

Since this was the first time that the Committee considered capital projects, the Chair explained the established process by which capital and infrastructure renewal project reports were brought forward and the appropriate governance paths. He also indicated that the consideration of capital projects would be divided into two components: all discussion regarding non-financial aspects of the project would be considered in open session, while financial details, such as projected total projects costs, would be discussed *in camera*. The Chair emphasized that in keeping with the governance principles of openness and transparency, once the bids for the project were received and finalized, complete documentation would be made publicly available.

2. Report of the Vice-President & Principal

The Chair invited Professor Saini to give his report to Council. Given the timing of the meeting, Professor Saini informed members that he would like to take a retrospective look at the accomplishments of the University of Toronto Mississauga in 2013. Firstly, the creation of the UTM Campus Council was a watershed event and allowed for more local autonomy in governance at UTM.

The Economic Impact study carried out by KPMG this year reported that UTM's economic impact was \$1.3 billion per year. Professor Saini highlighted two important indicators of the study: first, that a large portion of this amount was the earned living of UTM graduates living in the Greater Toronto Area, and second, that although UTM admitted 28 percent of its students from Mississauga, 38 percent of graduates remain in Mississauga, qualifying UTM as a net importer of talent.

The establishment of the Institute for Management and Innovation (IMI) embarked on a new model that combined management education with specific industries, and members could look forward to a high profile launch in the spring of 2014. UTM had broken ground for IMI (Innovation Complex) and the North Building, Phase 1, forever changing the landscape of the campus.

UTM and University of Toronto as a whole welcomed Professor Meric Gertler as the new President, and reflected on the eight-year term of Professor David Naylor and his many accomplishments. Professor Saini pointed to the continued climb in international rankings for the University and noted the fact that U of T remains the top ranked Canadian university.

Professor Saini reported that UTM's enrolment was over 13,000 students, making the campus larger than 65 percent of the country's universities. International student intake had also reached 20 percent, while at the same time, admission requirements were increasing.

Professor Saini also highlighted the creation of Advantage Mississauga, an initiative, which would create linkages between local industry, Sheridan College and UTM. UTM had continued to build strong partnerships with the City of Mississauga, Brampton and the Region of Peel.

Professor Saini spoke to the recent trip he made along with Mr. Andrew Stelmacovich, Executive Director of Advancement to China where they participated in a U of T wide graduation ceremony.

A member asked if the survey which ranked graduates' employability, had placed any other Canadian universities in the top ranking. Professor Saini responded that University of British Columbia and McGill were included however they were not ranked in the Top 20¹.

3. Presentation on Capital Planning

The Chair invited Mr. Paul Donoghue, Chief Administrative Officer, to give his presentation on Capital Planning. He also noted that Item 12, Financial Aspects of the Five-Year Capital Plan, would be a continuation of Item 3 and would be considered *in camera*, consistent with the governance practice for the consideration of financial implications and funding sources of capital projects.

Mr. Donoghue's presentation² included the following key points:

- Capital project planning was driven by the UTM Academic plan;
- The UTM Campus Master Plan³ was updated in 2010, after extensive consultation within the UTM community, external partners and the City of Mississauga. It laid out the campus' future development and building sites and possible building envelopes;
- An overview of capital planning projects and their associated total project costs since 2003, were discussed;
- Four major projects received substantial external funding through government support and donations, however future government funding prospects had become increasingly uncertain;
- UTM's undergraduate enrolment had driven the campus master planning process, and it was expected that it would continue to do so: over the next 5 years headcount was projected to reach 15,000
- A consolidation period of approximately two years would occur at the end of the current plan period (2018-19 academic year) in order to pause the aggressive capital project expansion that had taken place over the last decade. This consolidation period would be after the completion of current capital projects: North 1 & 2, and following completion of the Innovation Complex;
- Overview of proposed capital planning projects included Teaching Labs, Research Greenhouse, Coleman Commons, North 2, Davis 2 renovation and Student Centre expansion.
- The challenge of capped borrowing: UTM access to the university's borrowing capacity was limited and dependent on other divisions' borrowing
- The strategy of planning for fundraising dollars in projected total project costs at a project's outset

In response to a member's question about comparisons elsewhere, in the University, Mr. Donoghue explained that U of T Scarborough has had similar growth levels.

As a clarification of an earlier point, Mr. Donoghue informed members that the COU benchmark was a university wide guide to reach 85%, however UTM, while striving to reach that percentage, operated quite well in the 70 to 76 % range, partly due to more recent efficiencies in construction engineering and varied COU standards for different types of spaces (labs, classrooms, offices etc.). All efforts would be

¹Secretary's note: The third annual Global Employability Survey ranked U of T, 14th in the world for graduate's employability. McGill University was ranked at 30th and the University of British Columbia was ranked 51st.
http://emerging.fr/rank_en.html.

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

³A link to the Campus Master Plan is included, please go to: <http://utm.utoronto.ca/facilities/campus-master-plan>

made to reach a ratio that allowed UTM to catch up with growth. UTM had made a conscious decision to take revenue and physically expand the campus so as to match enrolment spaces, as well as faculty and administrative needs. Mr. Donoghue indicated that this short-term investment would allow for greater long term development of UTM's academic goals.

Professor Saini pointed to the allotted consolidation period that would allow UTM to pause and examine its planned growth.. Mr. Donoghue noted that the space designed has been built to be multi-purpose, of higher quality and higher optimal utilization. For example, the Biology undergraduate labs would modernize an existing space creating efficiencies that would meet current, as well as future student and faculty needs.

A member asked whether funding would be allocated based on categories of space (such as research, administrative, classrooms) being assigned proportional values. Mr. Donoghue informed members that on occasion, the administration becomes responsive to opportunities as they emerge. For example, government funding for teaching space became available at a time when plans for the instructional centre were ready to be presented in application for that funding.

Responding to a member's inquiry about sharing space with community partners, Professor Saini responded that a current example of this would be the Mississauga Academy of Medicine students utilizing space at the Trillium Health Centre and Credit Valley Hospital.

4. Establishment of an Extra-Departmental Unit C (EDU: C): Professional Accounting Centre (PAC), Institute for Management and Innovation (IMI)*

The Chair invited Professor Leydon, Chair of Campus Affairs Committee, to speak to this item. Professor Leydon advised members that this proposal was to establish an Extra-Departmental Unit (EDU): C for the Professional Accounting Centre (PAC) to be housed within the Institute for Management and Innovation (IMI), effective January 1, 2014. Professor Leydon outlined the four categories of Extra-Departmental Units, from A to D. He indicated that the proposed Centre would build on strength of accounting at UTM and would engage faculty from all three campuses, the goal being to stimulate research on the issues which face professional accounting. Professor Leydon noted that the PAC would respond at an opportune time as professional accounting had changed considerably with the merger discussions of the three Canadian professional accounting designations (Chartered Accountant, Certified Management Accountants and Certified General Accountants), as well as the globalization of accounting standards and practice. The current designations would be merged into the Chartered Professional Accountant, raising many questions related to standards on judgement, ethics, practice, education, examination and protection of public, which could be informed by research that PAC would provide.

In response to a question, Professor Amy Mullin, Vice-Principal Academic & Dean advised members the Director of PAC would report to the Vice-Principal Academic and Dean, on academic and budgetary matters. Further, the Director would administer the budget for PAC research activities and work with IMI Director, Masters of Management and Professional Accounting (MMPA) and Diploma in Forensic Accounting (DIFA) Director as well as IMI Director of Operations and IMI program staff. Therefore, the IMI Director would be responsible for the allocation of IMI staff time in support of PAC objectives.

Dean Mullin responded to a member's inquiry by indicating that one benefit of the proposal would be the impact on co-curricular experiences for students who would be able to attend workshops and associate with professional accountants. Another benefit would be the impact of the Centre's research activities.

Mr. Len Brooks, Director of MMPA and DIFA added that there were approximately 1,000 students at UTM who aspired to be professional accountants and the establishment of PAC would signal to the external community that UTM was committed to researching and specializing in accounting. It would also foster awareness for graduate programs such as the Master of Management and Professional Accounting (MMPA), and had the potential to attract funding and donors.

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the proposed establishment of the Professional Accounting Centre (PAC) as an Extra Departmental Unit C (EDU:C) to be based within the Institute for Management and Innovation (IMI), be approved, effective January 1, 2014.

5. Capital Project: Project Planning Report for the UTM Phase 4 of the Renovation of Biology Undergraduate Teaching Laboratories

The Chair advised members that this item had been fully discussed and recommended by the Campus Affairs Committee, and invited Professor Leydon to present the item. The item would be recommended to the Academic Board. Professor Leydon informed that members that UTM's first teaching laboratories were built almost 40 years ago and as a result they were outdated and inefficient. The Department of Biology wanted to ensure its students received a first-class, contemporary education that would reflect the modern field of biology and in order to achieve this, students required access to state-of-the-art laboratories equipped with technology and equipment that would enable the latest pedagogical approaches to biology education. He explained that the renovation was essential to maximize the utilization of the existing infrastructure and that it would support increased numbers of undergraduate, research-based master's and doctoral graduate programs, and would provide the updated infrastructure needed to support scientific teaching and research of the day. Further, the proposed renovation would provide teaching efficiencies by creating two 48-seat laboratories. This would allow flexibility in the scheduling of larger class sections as well as the option of splitting the sections into smaller groups (12 to 24 students).

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the Project Planning Committee Report for the Renovation of Biology Undergraduate Teaching laboratories at the University of Toronto Mississauga, dated November 1, 2013, be approved in principle; and
2. THAT the total project scope of approximately 598 gross square meters (approximately 598 nasm), be approved in principle, to be fully funded from Capital Reserves derived from the UTM Operating Budget.

6. Capital Project: Project Planning Report – Biology Greenhouse

The Chair invited Professor Leydon to speak to this item, and noted that the proposal had been fully discussed and recommended by the Campus Affairs Committee. The item would be recommended to the Academic Board. Professor Leydon advised members that UTM currently had 169 net assignable square meters (nasm) dedicated to a greenhouse at the rooftop level of the Davis Building. The facility was an

important support to both research and teaching. He noted that the following areas of research relied upon the facility: climate change; plant ecology; plant molecular systematics; plant taxonomy; molecular genetics; genomics and bioinformatics; and, insect neuroendocrinology. Undergraduate laboratories, which used plant material supplied and maintained by the existing greenhouse, were associated with many courses within the major and specialist programs in Biology. He noted that the greenhouse was managed by a full-time horticulturalist, operated by part-time staff and undergraduate volunteers. Professor Leydon informed members the existing greenhouse was original to the building and approximately 45 years old, beyond its expected service life, and was increasingly plagued by operational problems that rendered it unreliable. While recent investments in control, monitoring and operational systems had been made, such measures were seen as a stop-gap until a new facility could be built. The greenhouse had played an important role in supporting increasingly sophisticated research needs, however building on the existing site was not deemed an acceptable option. Professor Leydon noted that over the past five years UTM had recruited six plant-oriented biologists and geographers and additional, similar recruitments were anticipated; all of which would build on important strengths at UTM on plant-based research. However, the increased demand on greenhouse space, coupled with the decay of the present facility, combined to create a critical need for a facility.

Responding to a member's question about the cost-effectiveness of doing multiple phases at the same time, Mr. Donoghue reported that the future expansion would occur when additional funds became available and that completing all phases of the project concurrently would not have any substantive cost savings over the phased approach in the proposal.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

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, to be approved in principle, to be funded from Capital Reserves derived from the UTM Operating Budget.

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.

7. Report of the Previous Meeting: Report 1 of the UTM Campus Council, September 30, 2013

8. Reports of Information

The following items for information were received by Council.

- a) Report 2 of the Agenda Committee (November 26, 2013)
- b) Report 2 of the Academic Affairs Committee (November 13, 2013)
- c) Report 2 of the Campus Affairs Committee (November 11, 2013)
- d) Report 1 of the Agenda Committee (September 18, 2013)

9. Date of the Next Meeting – February 6, 2014 at 4:10 p.m.

The Chair reminded members that the next meeting of the Council was scheduled for Thursday, February 6, 2014 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

10. Question Period

There were no questions.

11. Other Business

A member voiced a concern regarding the one year term of office for current members of UTM Campus Council and its Committees, and referred to the Terms of Reference of these bodies, which provided for three-year terms for members drawn from all estates, excepting students, who served for one year. Given the limited experience thus far in the current year, the member indicated that members may have difficulty in to determining whether to run for re-election and that those choosing to do so may find it difficult to campaign on the basis of experience and exposure to governance.

Another member articulated his view that succession planning was important given the limitations of a one-year term. Mr. Charpentier, Secretary of the Governing Council advised members that the planned consideration of this and other election-related matters had been unavoidably delayed. However, the staggering of terms was a key issue, among others, to be discussed in the near future.

The Chair noted that this was a transitional year for governance and that there was a sense of urgency to determine how members' terms could be staggered in order to ensure continuity, which was at the heart of how University governance operated and assured the continuous participation of experienced members.

IN CAMERA SESSION

The Committee moved in camera.

12. Presentation on Capital Planning – Financial and Planning Implications and Funding Sources

This item was a continuation of item 3 and was received by Council for information.

13. Capital Project: Project Planning Report for the UTM Phase 4 of the Renovation of Biology Undergraduate Teaching Laboratories – Financial and Planning Implications and Funding Sources

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the University of Toronto Mississauga Phase 4 of the Renovation of Biology Undergraduate Teaching Laboratories – Financial and Planning Implications and Funding Sources contained in the memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated December 2, 2013, be approved.

5

14. Capital Project: Project Planning Report for the University of Toronto Mississauga Biology Greenhouse – Financial and Planning Implications and Funding Sources

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the University of Toronto Mississauga Biology Greenhouse – Financial and Planning Implications and Funding Sources contained in the memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated December 2, 2013, be approved.

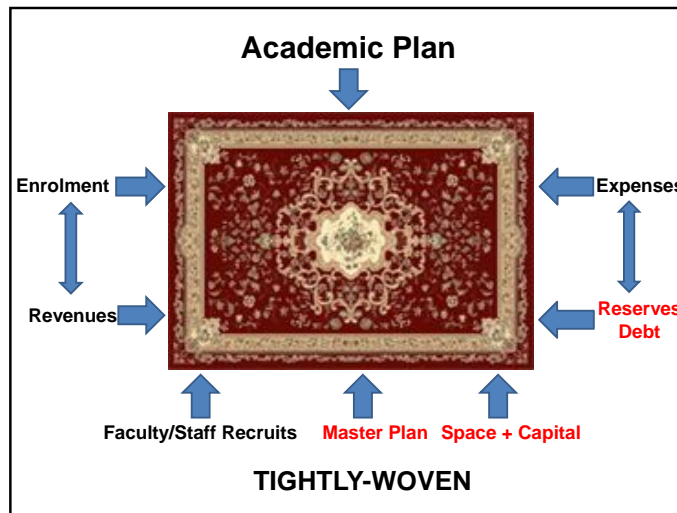
The Committee returned to open session.

The Chair invited all members and guests to remain for a holiday reception immediately following the meeting.

The meeting adjourned at 6:30 p.m.

Secretary
December 11, 2013

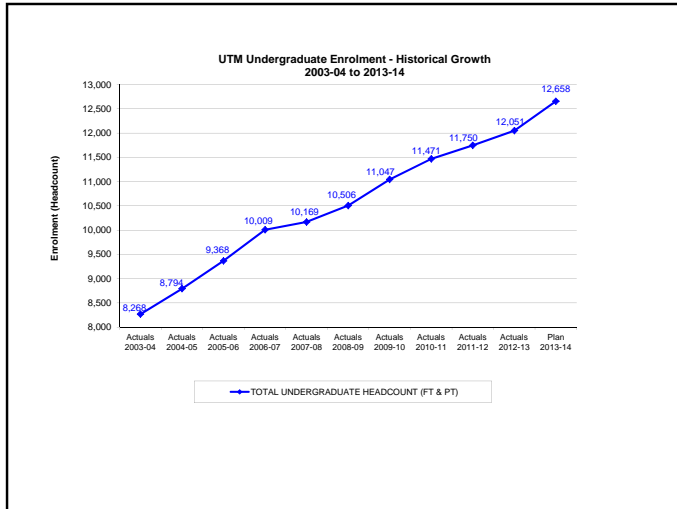
Chair



Terms Used Today

“gsm”: gross square meters (10.764 square feet)
 “nasm”: net assignable square meter (excludes walls, washrooms, hallways, stairs, mechanical and service-space, etc.)
 “gross to net”: Ratio of built to assignable, range of 1.3 to 2.2 (lower is better)
 “TPC”: Total Project Cost, (“all-in”: design, construction, furniture, equipment, etc)
 “FTE”: Full-time Equivalent; 5.0 enrolment metric (vs “headcount”)





5

Erindale Hall 2003

200 beds @ \$76k/bed
TPC \$15.2m

CCT 2004: 5,250 nasm + 386 spaces

\$34.4m + \$12.9m

RAWC 2006: 4,917 nasm, \$24.5m



Recreation, Athletics & Wellness Centre

HMALC 2006: 5,744 nasm, \$34.0m



Hazel McCallion Academic Learning Centre

**Oscar
Peterson Hall
2007**



400 beds @ 66.7k/bed

TPC \$26.7m



**Renovation Davis1 2010: 1,900 nasm,
\$10.1m**



2nd floor of old library

Davis In-fill Addition
2010: 314 nasms, \$2m



Academic Annex (modular)
2010



305 nasms
TPC \$2.0m



Infrastructure Upgrades 2000 - 2010
(\$11.0: deferred maintenance now = \$38 + \$23)



Terrence Donnelly Health Sciences Complex
2011: 2,993 nasms, \$37.0m





**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 3 OF THE AGENDA COMMITTEE**

**JANUARY 23, 2014
DRAFT**

6

To the Agenda Committee,
University of Toronto Mississauga

Your Committee reports that it held a meeting on January 23, 2014 at 4:10 p.m. in Room 3214, Conference room, William G. Davis Building, at which the following were present:

Mr. John Switzer, Chair
Professor Hugh Gunz
Professor Deep Saini, Vice-President &
Principal
Professor Amy Mullin, Vice-Principal Academic
and Dean
Mr. Kevin Golding
Dr. Joseph Leydon
Professor Kathy Pichora-Fuller
Ms Judith Poë
Mr. Masood Samim

Regrets:
Professor Amy Mullin, Vice-Principal Academic
and Dean
Ms Melissa Berger

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

1. Chair's Remarks

The Chair provided an update on the Elections and the role of the Committee as a Nominating Committee. The Chair informed members that the nomination period for Elections 2014 closed on January 14, 2014, and all available positions were filled. Elections would be required in the full-time student constituency of the UTM Campus Council, Academic Affairs and Campus Affairs Committees. He noted that in the event that one teaching staff governor was appointed to the UTM Campus Council by the Governing Council in April, then all 5 of the non-Governing Council teaching staff members who submitted a nomination would be elected to serve. However, if two teaching staff governors were appointed to the UTM Campus Council, an election in the UTM teaching staff constituency would be held.

The Chair noted that the Terms of Reference of the Agenda Committee provides that the "UTM Council shall appoint one additional member of the teaching staff and one additional student member from among its members to sit on the UTM Council Agenda Committee when the Committee serves as a nominating committee of the UTM Council." He advised members that in order to establish the Nominating Committee, Ms Cindy Ferencz Hammond, Deputy Returning Officer, would distribute a call for nominations for these two additional members in the student and teaching staff constituencies. The Agenda Committee will then review the nominations received for the two seats at the February 20, 2014 meeting of the Agenda Committee and these recommendations would be considered by the UTM Campus Council at its March 5, 2014 meeting.

2. Agenda for the Meeting of the UTM Campus Council, Thursday, February 6, 2014

The Committee discussed and approved the draft agenda for the UTM Campus Council meeting, which would be held on February 6, 2014.

CONSENT AGENDA

3. Date of Next Meeting – February 20, 2014, 3:10 p.m.

4. Report of the Previous Meeting- Report 2- November 26, 2013

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 scheduled for Thursday, February 20, 2014, 3:10 p.m. in the Room 3214 Conference Room, William G. Davis Building.

5. Other Business

There were no items of other business.

The meeting adjourned at 5:05 p.m.

Secretary
January 28, 2014

Chair



**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 3 OF THE ACADEMIC AFFAIRS COMMITTEE**

JANUARY 9, 2014

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on January 9, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Ms Judith Poë, Chair
 Dr. Shay Fuchs, Vice-Chair
 Professor Deep Saini, Vice-President & Principal
 Professor Amy Mullin, Vice-Principal Academic and Dean
 Professor Bryan Stewart, Vice-Principal, Research
 Dr. Kelly Akers
 Mr. Hamza Ansari
 Professor Shyon Baumann
 Professor Andreas Bendlin
 Professor Tracey Bowen
 Professor Craig Chambers
 Professor Philip Clark
 Ms Diane Crocker, Registrar and Director of Enrolment Management
 Ms Sara da Silva
 Professor Amrita Daniere, Vice-Dean, Graduate,
 Ms Sarah Elborno
 Professor Charles Elkabas
 Dr. Louis Florence
 Ms Shelley Hawrychuk
 Dr. Stuart Kamenetsky
 Professor Yael Karshon
 Ms Pam King
 Mr. Sheldon Leiba
 Dr. Mark Lippincott
 Professor Peter Loewen
 Mr. Leonard Lyn
 Professor Peter Macdonald
 Ms Sue McGlashan
 Professor Heather Miller
 Professor Kent Moore
 Professor Emmanuel Nikiema

Professor Esteban Parra
 Professor Kathy Pichora-Fuller
 Mr. Michael Paulin
 Dr. Christoph Richter
 Mr. Masood Samim
 Professor Erik Schneiderhan
 Professor Sasa Stefanovic
 Professor Mihkel Tombak
 Ms Edith Vig
 Professor Shafique Virani
 Professor Anthony Wensley
 Dr. Maria Wesslen
 Mr. Ian Whyte, Chief Librarian
 Dr. Kathleen Wong

Non-Voting Assessors:

Prof. Ulli Krull, Vice-President, Special Initiatives
 Mr. Mark Overton, Dean of Student Affairs

Regrets:

Ms Laasya Annadevara
 Professor Varouj Aivazian
 Professor Jill Caskey
 Professor Tenley Conway
 Mr. Simon Gilmartin
 Professor Yael Karshon
 Professor Bernard Katz
 Ms Sobia Khan
 Professor Alison Syme
 Professor Holger Syme
 Professor David Francis Taylor
 Professor Kathi Wilson

In Attendance:

Ms Melissa Berger, Program and Curriculum Officer, Office of the Dean
 Professor Shashi Kant, Director, Masters of Science in Sustainability Management (MScSM)

Secretariat:

Mr. Louis Charpentier, Secretary of the Governing Council

Ms Cindy Ferencz Hammond, Director of Governance

Ms Mariam Ali, Committee Secretary

1. Chair's Remarks

The chair reminded members that the nomination period for UTM Campus Council and its Standing Committees was open and invited Ms Cindy Ferencz Hammond, Deputy Returning Officer to discuss important dates and further information on how to obtain nomination forms.

2. Presentation on International Students: Professor Amy Mullin, Vice-Principal Academic & Dean, Mr. Mark Overton, Dean, Student Affairs and Ms Diane Crocker, Registrar and Director of Enrolment Management

The Chair invited Professor Amy Mullin, Vice-Principal Academic & Dean, Mr. Mark Overton, Dean, Student Affairs and Ms. Diane Crocker, Registrar and Director of Enrolment Management made the following key points¹ in their presentation:

- Professor Mullin provided a definition of international students: a student who would not be a Canadian citizen nor a permanent resident of Canada. She also noted that an international student could have completed their last year of secondary school locally in Mississauga;
- Whether a student was international or domestic was not taken into account as a factor when admitting Ontario High School applicants and did not have an impact on the application review process;
- Ms Crocker spoke to overall enrolment growth: The number of international students grew significantly over the past five years as targeted recruitment practices were put in place. The percentage of international students in total new intake had increased from 8.6 percent in 2007 to 18.4 percent (estimated actuals) for 2013;
- The largest proportion of international students during the 2012-13 academic year came from the 101 applicant pool which represented students coming from Ontario high schools;
- Ms Crocker provided an analysis of Application, Admission, Acceptance and Registration Counts for the period 2008 (Fall) to 2013 (Fall) for all applicant categories;
- International student intake was significant and has grown over the years providing for significant diversity in the classroom.
- Professor Mullin noted that international students had an inclination to be interested primarily in Commerce and Management programs, and that it would be desirable to see them in a broader range of programs in the future;
- Currently, efforts were being made to attract international applicants from outside the Western Greater Toronto Area and Ontario and to develop a greater diversity in country of origin;
- The majority of international students were from China, but were not recruited in China and were coming primarily from international high schools in Canada;
- Mr. Overton gave an overview of the mandate of the UTM International Centre, which served inbound international students and domestic students looking for outbound experiences;
- UTM strongly encourages engagement in clubs and academic societies, which presented interactions that enhanced intermingling between students and enriched student life;

¹A copy of the Office of the Registrar's Initiatives Presentation is attached as Attachment A.

- Support of international students placed a new burden on the international student office;
- Professor Mullin noted that the Language Studies department offered linguistics courses that many domestic and international students have found helpful;
- Ms. Crocker gave an overview of ACE@UTM, (Academic Culture and English), a program for students who were academically qualified, have lived in Canada for one year, but presented discretionary English proficiency test results; enrolment in this program has grown significantly since it began in September of 2012;
- ACE students were given conditional admission to UTM, and would need to complete a full time summer language program, or a part time Saturday program throughout the academic year. Both programs were administered by the School of Continuing Studies English Language Program Office in partnership with the Office of the Registrar at UTM. The program has been so successful that other divisions of the university had put similar programs in place;
- Mr. Overton commented that UTM provided all international students guaranteed placement in residence. UTM also offered Connect One, a mentorship program for international students and a casual English language support program offered by the International Centre;
- Mr. Overton highlighted the World University Services Canada (WUSC) Student Refugee program and how the incoming 7 students had enriched U of T's student experience; He highlighted the role of the University of Toronto Mississauga Student Union (UTMSU) in the administration of the program.

In response to a member's question, Mr. Overton noted that U of T had a high percentage of international applications compared to other Canadian institutions.

A member asked whether there were any tools used to determine the progress of international students post-graduation. Mr. Overton advised that the Career Centre conducted an outbound survey which showed no tangible difference between domestic and international students. Professor Saini commented that the KPMG Economic Impact report did illustrate that over the last 5 years, an average of 28 percent of students came from Mississauga, but 38 percent remained in Mississauga after graduation.

In response to a member's question, Ms Crocker advised that her office closely monitors the quality of incoming applicants from international High Schools and noted that the quality of applications had increased significantly over the past 15 years.

A member suggested that UTM create a mentorship program for international students in graduate programs and upper year undergraduate students. It was noted that although program based support existed, a mentorship program would be a worthwhile consideration.

In response to a member's question, Professor Mullin clarified the timelines surrounding merit scholarships for international students and noted that students were advised of scholarship eligibility at the time of their acceptance. The member followed up with a question regarding provision of financial assistance for international students. Mr. Mark Overton explained that before being admitted, international students had to demonstrate that they had the financial resources to sustain them during their study in Canada. Professor Mullin added that although these students were not eligible to receive OSAP funding, they were eligible to participate in the university's work study program.

In response to a member's question, Mr. Overton advised the Committee that with the exception of specialized programs (CIC-related support, UHIP, Service Canada support), all other programs geared towards international students are open to the UTM student population. He commented the

programs were meant for any student that requires localized transition support, regardless of whether they are international or domestic students.

A member asked if the University profits more from international students than domestic students. Professor Saini responded that the university receives no provincial funding for international students, therefore their tuition would be substantially higher. International students require some additional supports mostly related to language and adjustment. The member commented that there was a prevalent perception amongst the university community that the push for increased international student intake was due to increased profits. Professor Saini commented that he was glad to have that perception corrected in this forum and encouraged members to inform their peers and colleagues of the same.

3. New courses: Master of Science in Sustainability Management (MScSM)*

The Chair invited Professor Amrita Daniere, Vice-Dean Graduate to speak to the item. Professor Daniere noted that the Masters of Science in Sustainability Management (MScSM) was currently housed under the Institute for Management of Innovation (IMI) and was one of four Professional Graduate Masters programs. Professor Daniere provided an overview of the 7 course proposals developed by MScSM. Professor Shashi Kant, Director of MScSM advised members that the program was approved by Erindale College Council and submitted to the Ontario Universities Council on Quality assurance for approval in 2011, which led to approval by the Government of Ontario in April, 2013.

A member asked for clarification on the difference in class size estimates, which ranged from 20 to 25. Professor Daniere responded there would be variances between foundational and elective courses.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the proposed new Master of Science in Sustainability Management (MScSM) courses offered by the Institute of Management and Innovation (IMI), as recommended by the Vice-Principal Academic & Dean, Professor Amy Mullin, and described in each of the proposals dated December 10, 2013, be approved, effective on the date specified for each course in each proposal.

4. Program Closure: Logic Major in the Department of Philosophy, University of Toronto Mississauga*

The Chair invited Professor Amy Mullin, Vice-Principal Academic and Dean to present the item. Professor Mullin explained that the proposal to close the Honours Bachelor of Arts Major Program in Logic offered by the Department of Philosophy at UTM, would be effective September 1, 2016. She noted that the Logic Major had been offered for more than 20 years, however interest in it had declined and enrolment in specialized logic courses remained low. External and departmental reviews were conducted, including consultation with the Department of Philosophy and the Department of Mathematical and Computational Sciences. Professor Mullin noted that the Major and Specialist Philosophy program would continue to be offered.

In response to a question, Professor Mullin clarified that the program's admission closure date of September 1, 2013 was an administrative decision, whereas the program's closure was a matter for governance consideration.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDED,

THAT the proposed closure of the Honours Bachelor of Arts Major in Logic in the Department of Philosophy at the University of Toronto Mississauga as recommended by the Vice-Principal Academic and Dean, Professor Amy Mullin, in the proposal dated December 5, 2013, be approved with an anticipated program closure date of September 1, 2016.

5. Combined H.B.A. and Masters of Information with the Institute of Communication, Culture, Information and Technology (ICCIT), UTM and the Faculty of Information (FI), University of Toronto St. George*

The Chair invited Professor Mullin back to introduce the combined program between the Faculty of Information's (FI) Master of Information (M.I) and the Institute of Communication, Culture, Information and Technology (ICCIT) undergraduate programs at UTM. Professor Mullin explained that the undergraduate and graduate programs would be combined in a manner, which would enhance the undergraduate learning experience by offering students the opportunity to take graduate level courses, while completing an undergraduate degree. There had been a strong intellectual synergy between the FI and ICCIT undergraduate programs, which would allow students a natural progression into the M.I program offered by the FI. Professor Mullin explained that the combined program would allow students to complete a Bachelor of Arts degree (ICCIT program) and a Master of Information, and the length of study in the Master's program would be three sessions of full-time study. This would allow students to apply earlier to the M.I program, as early as the third year, and would allow the completion of the combined program in less time.

Professor Anthony Wensley, Director of the ICCIT commented that his unit was delighted to have the opportunity to present the combined program and it further demonstrated the extent of faculty collaborations. Professor Wensley thanked Professor Mullin, Ms Melissa Berger, Program and Curricular Officer and other staff from the Office of the Dean for their support during the development of this proposal. Professor Wensley also noted faculty at the Graduate level had already commented on the success of undergraduate students enrolled in graduate courses.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

Be it Resolved,

THAT the proposed Combined H.B.A. and Masters of Information, offered by the Institute of Communication, Culture, Information and Technology (ICCIT) and the Faculty of Information (FI), as recommended by the Vice-Principal Academic and Dean, Professor Amy Mullin, in the proposal dated December 4, 2013, be approved, effective September 1, 2014.

6. Assessor's Report

Professor Mullin provided an overview of items for the upcoming Academic Affairs Committee meeting. These items included: the UTM Bridging Pathway program, new minors in Ethics and Society and Latin American and Caribbean Studies, an additional stream to the existing BBA Management specialist program, and new courses for the Masters in Biotechnology and Masters Master of Science in Sustainability Management.

Professor Mullin noted there had been a suggestion for the development of foundational courses with a particular focus on offering a pre-calculus course covering material typically offered in Grade 12 Functions for university level credit. She noted there had been several discussions, firstly amongst tri-campus Deans and Vice-Deans, secondly within the department of Mathematical and Computational Sciences and thirdly with the Chairs of other Mathematics departments in other Canadian institutions. Professor Mullin stated that following these discussions there had been no appetite for introducing such courses for-credit, and pointed instead to the non-credit courses offered by Faculty of Arts and Science. This option would be further explored, but would take into consideration logistical difficulties and fees for students, as well as the use of mandatory placement testing or mandatory non-credit course offerings. Professor Mullin noted that this would be a labour intensive and costly process, which could negatively affect applications. Professor Mullin emphasized there would be a commitment to further publicizing the extensive help services offered by the department of Mathematical and Computational Sciences and the Robert Gillespie Academic Skills Centre.

7. Other Business

A member made an announcement regarding copyright information. Ms. Hawrychuk, Librarian, advised members that the UTM Library provided faculty support regarding copyright compliance. She also noted that the library provided an additional service that allowed faculty to submit course syllabi for review in order to ensure copyright compliance. These services were available at the Reserves desk at the UTM Library. Professor Mullin thanked the UTM Library staff for these services and asked that faculty disseminate this information within their departments, especially among newer sessional lecturers.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 8, Report of the Previous Meeting, be approved.

8. Report of the Previous Meeting: Report 2 – November 13, 2013

9. Date of Next Meeting - February 12, 2014, 4:10 p.m.

The Chair reminded members that the next meeting of the Committee was scheduled for February 12, 2014, 4:10 p.m. in the Council Chamber, William G. Davis Building.

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

Item 10 was discussed earlier in the meeting, under Item 6.

The meeting adjourned at 5:34 p.m.

Secretary
January 14, 2014

Chair

Academic Affairs Committee International Students Presentation January 9, 2014

Diane Crocker
Amy Mullin
Mark Overton



Who is an International Student at UTM? Categories of Applicants

- 101s – Ontario secondary school graduates
- 105s – Everyone else - secondary school graduates from outside Ontario and around the world - transfer students – applying with some previous post secondary credits



An international student could be from either of the preceding categories

- An international student is a student who is neither a Canadian citizen nor a permanent resident of Canada
- An international student may have studied in his or her last year of secondary school just down the road in Mississauga



Top Schools

Top Previous School	Count	%
Columbia Int College Of Canada (880183)	105	15.9%
Suon International Academy (885786)	41	6.2%
Bronte College (875112)	32	4.9%
Ontario International College (666777)	24	3.6%
Canada International College (666769)	18	2.7%
Bond Intl College School/Bond Academy (883417)	17	2.6%
Braemar College (876909)	9	1.4%
Fieldstone Day School (878057)	9	1.4%
Dewey College (668563)	8	1.2%

Secondary School Background of International vs. Domestic Students

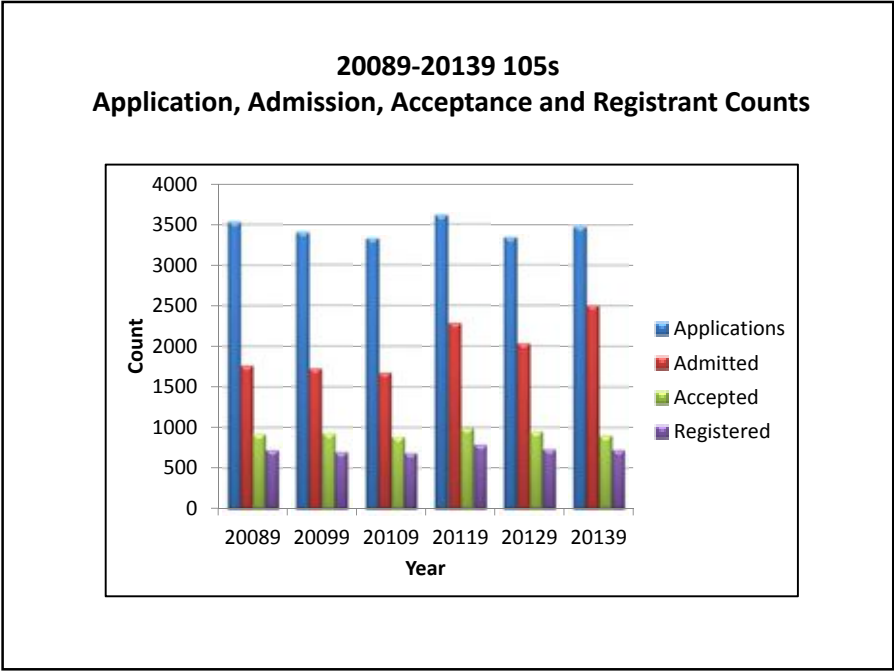
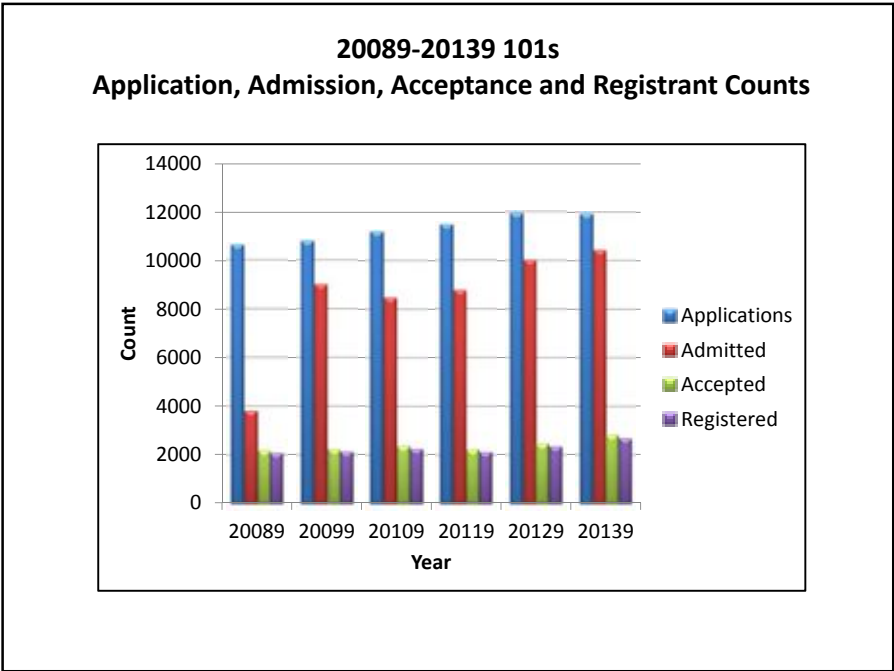
- Both international students and domestic students may have attended a Canadian secondary school
- Both international students and domestic students may have attended secondary school outside of Canada
- International status is not set as priority when processing offers – qualifications are the priority



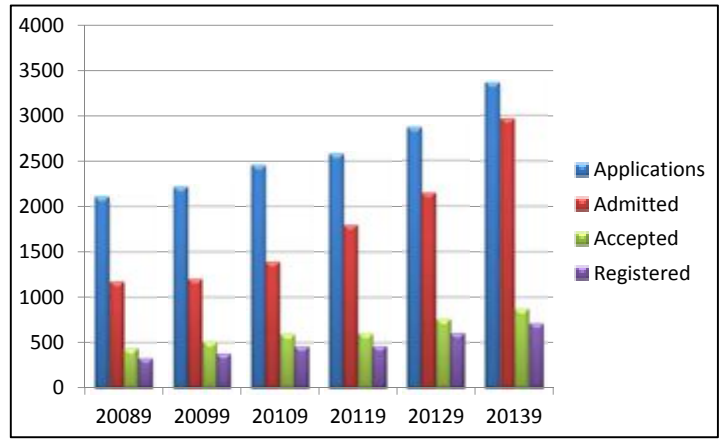
All New International Students Nov 1, 2013

Source CD	Count	%
101	471	71.5%
105	188	28.5%
Total	659	100.0%

Residence Request	Count	%
N	266	24.6%
Y	393	75.4%
Grand Total	659	100.0%



**20089-20139 Internationals
Application, Admission, Acceptance and Registrant Counts**



**20139 New Intake
- Legal Status**

Legal Status	Count	%		Count
Domestic	2637	80%	Canadian citizen/native Canadian	2204
			Permanent Resident	433
International	659	20%	Other Visa	86
			Study Permit	573
Total	3296	100.0%	Grand Total	3296

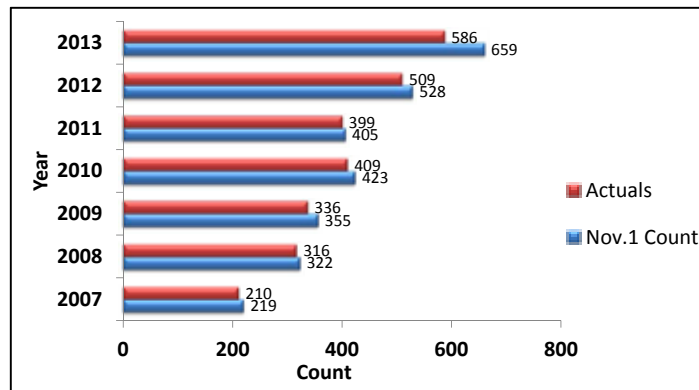
* Data as of 2013/12/19

Funding and Tuition

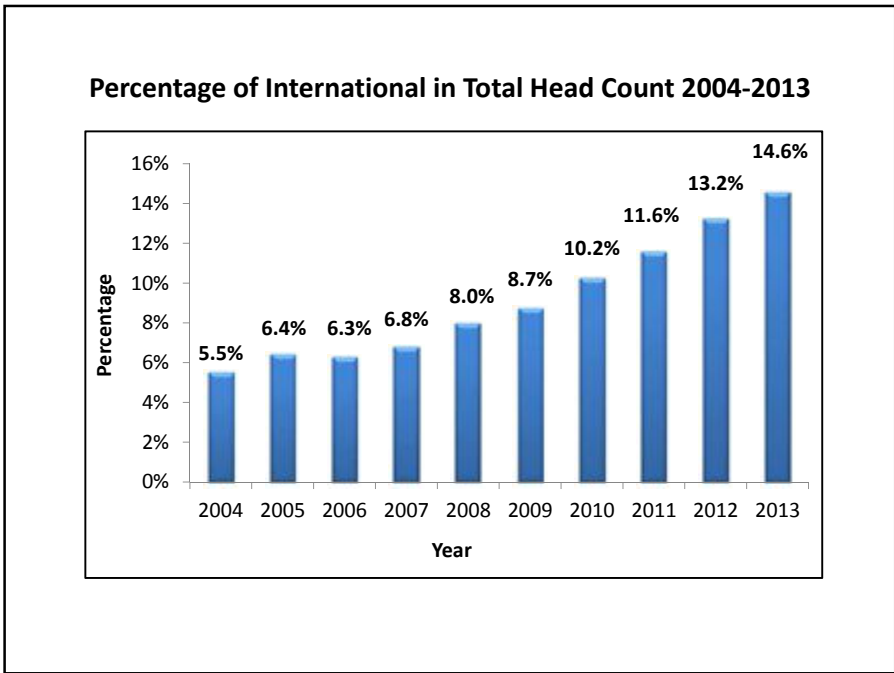
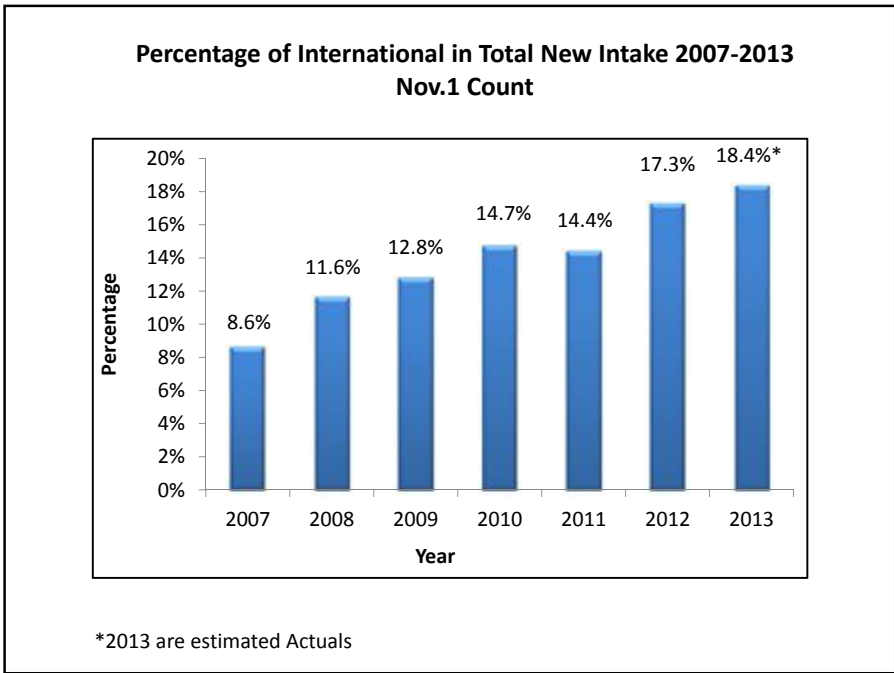
- We receive provincial funding for undergraduate domestic students (BIUs – basic income units)
- We receive no provincial funding for international undergraduate students
- Tuition is therefore considerably higher for international students
- International students are eligible to receive UTM merit scholarships for academic merit

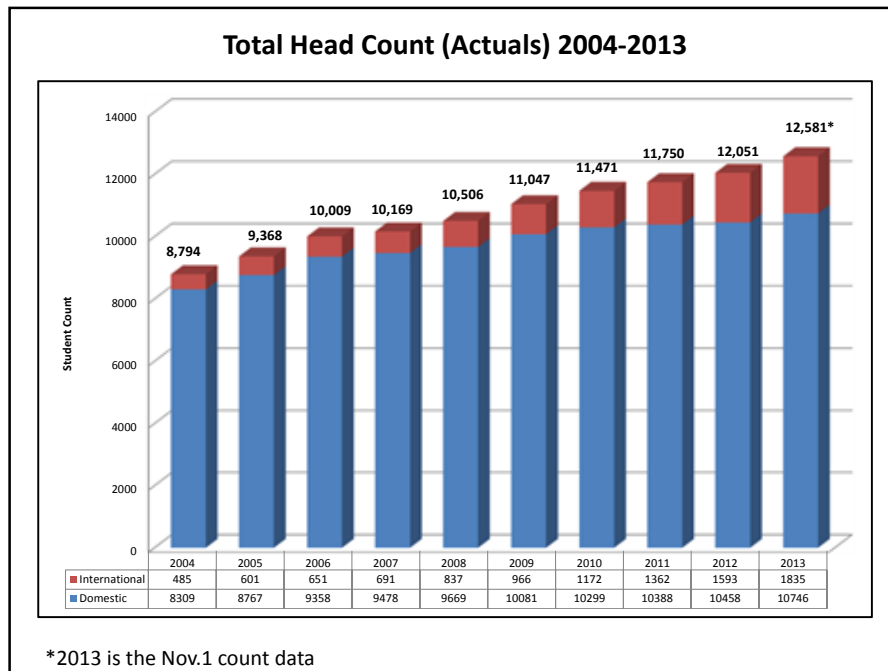


International New Intake 2007-2013 Nov.1 Count and Actuals Count



*2013 are estimated Actuals





Why do we want International Students at UTM?

- International students are a potential source of high quality applicants
- We also seek to attract more students from outside of Ontario and the western GTA
- International students can increase the diversity of our student body

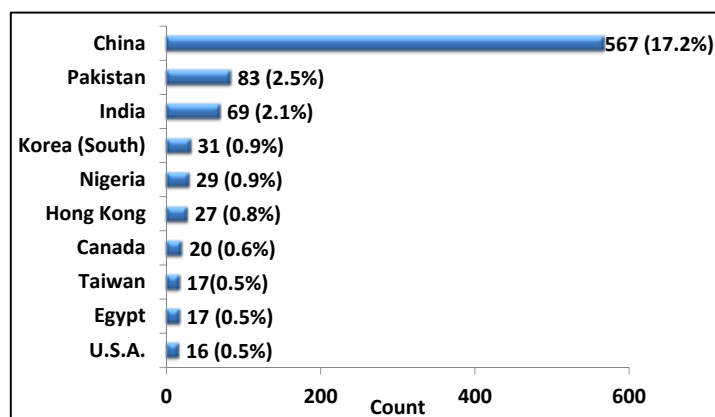


International Students and Diversity

- While international students are an important source of diversity, they are not the only source
- Our student body will be more diverse if we attract students from a broader range of countries
- Exchanges in the classroom will be more diverse if we attract international students to a broader range of our programs



20139 New Intakes
- Top Feeder Countries except Canada (n>15)



* Canada: 2204 (66.9%)

All New International Students Nov 1, 2013

POSt	Count	%
ER COM1	264	40.1%
ER SSC1	123	18.7%
ER MGM1	61	9.3%
ER BUS1	51	7.7%
ER CMS1	41	6.2%
ER CCI1	30	4.6%
ER PSY1	26	3.9%
ER CPS1	15	2.3%
ER HUM1	15	2.3%
ER LFE1	14	2.1%
ER VST1	9	1.4%
ER FSC1	5	0.8%
ER HBA	2	0.3%
ER COM2	1	0.2%
ER HBSC	1	0.2%
ERTEMHBSC	1	0.2%
Grand Total	659	100.0%

International Students and Area of Study

- International Students attracted most to programs in business and social sciences
- Few international students apply to humanities, life sciences, chemical and physical sciences
- More differentiated program offerings in some areas may attract more international (and domestic) students



Diversity inside and outside the classroom

- Enrichment depends upon students coming together from diverse backgrounds
- Presence of international students provides international experience and enhanced understanding for all, including those who have not travelled abroad



Diversity enriched when students from diverse backgrounds interact

- UTM supports clubs and activities that reflect areas of common heritage (country of origin, faith, culture...) and common interests (sports, social causes, academic interests...)
- Faculty and staff should encourage students to participate in clubs and activities highlighting heritage and interests different from their own



Diversity and Academic Societies

- Academic societies can be great starting points for students of diverse backgrounds and common interests to interact
- Faculty liaisons can encourage these interactions
- Dean's Academic Society Initiative Prize encourages activities that increase equity and diversity



Supporting International Students

- Students are typically far from families and support networks
- Adjustment to university studies may be greater than for students from Canada
- English language skills, or comfort with them, may be an issue for some students



Language Skills

- RGASC offers a range of supports, including new lecturer in ELL (English Language Learning)
- English language testing (university wide)
- Domestic students may also need support connected to English language facility (and English may not be their first or second language)
- LIN204 and LIN205 focus on academic study of English grammar
- English Language Linguistics Minor



Language Skills and ACE @ UTM

- Partnership with School of Continuing Studies
- Summer ACE
- Fall-Winter ACE
- Part-time study and full-time study options available depending on level of English language proficiency achieved
- Not just about language, about academic culture as well



Language Skills and ACE @ UTM

Session #	Description	First Session of ACE	Currently Enrolled at UTM
Session 1	2011/12 Saturday	52	40
Session 2	2012 Full-time Summer	108	92
Session 3	2012/13 Saturday	139	119
Session 4	2012 Full-time Fall	5	3
Session 5	2013 Full-time Summer	245	223
Session 6	2013/14 Saturday	106	104
Session 7	2013 Full-time Fall	12	11
	TOTAL	667	592



International Students Supports in Residence (Fall 2013 numbers)

- Student Housing & Residence Life
- 4-year housing guarantee
- rezONE and other social and support programming

Residence Request	Count	%
N	266	24.6%
Y	393	75.4%
Grand Total	659	100.0%

Support for International Residence and Commuter Students

- utmONE (connect ONE mentors, help desk)
- Student Life (clubs & events, refugee support program...)
- Equity & Diversity (understanding cultural differences...)
- International Centre



UTM International Centre

- CIC-related support, UHIP, Service Canada...
- Casual English
- Drop in Advising
- Twitter Feed
- Orientation and social events
- Also a resource for all students seeking international experience





**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 3 OF THE CAMPUS AFFAIRS COMMITTEE**

JANUARY 8, 2014

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on January 8, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Dr. Joseph Leydon, Chair
Mr. Nykolaj Kuryluk, Vice-Chair
Ms Zoë Adesina
Ms Noura Afify
Mr. Lee Bailey
Ms Melissa Berger
Mr. Arthur Birkenbergs
Mr. Jeff Collins
Mr. Paul Donoghue, Chief Administrative Officer
Mr. Warren Edgar
Ms Elaine Goettler
Professor Hugh Gunz
Mr. Hassan Havili
Ms Donna Heslin
Ms Melissa Holmes
Professor Amy Mullin, Vice-Principal Academic and Dean
Ms Jennifer Nagel
Mr. Mark Overton, Dean of Student Affairs
Professor Luisa Schwartzman
Ms. Soaleha Shams

Professor Jumi Shin
Ms Amber Shoebridge
Dr. Gerhard Trippen
Professor Anthony Wensley

Regrets:

Mr. Rishi Arora
Ms Jess Mann
Ms Judith Poë
Mr. Moe Qureshi
Ms Jennifer Nagel
Professor Deep Saini, Vice-President & Principal
Mr. Bilal Sandeela

Non-Voting Assessors:

Ms Christine Capewell, Director, Business Services

In Attendance:

Mr. Ebi Agbeyegbe, Associate to Vice-President External, UTMSU
Ms Sonia Borg, Assistant Director Ancillary & Student Services, Business Services
Ms Alison Burnett, Director, Health & Counselling Centre, Health & Counselling Centre
Mr. Andrea DeVito, Assistant Director, Hospitality & Retail, Hospitality & Retail Operations
Mr. Chad Jankowski, Health Education Coordinator, Health & Counselling Centre
Ms Felicity Morgan, Director, Career Centre
Mr. Dale Mullings, Director of Residence and Student Life, Student Housing and Residence Life
Ms Melissa Theodore, Vice-President External, UTMSU

Secretariat:

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

1. Chair's Remarks

The Chair welcomed members of the Committee back for their first meeting of the new year.

2. Presentation on Student Mental Health Support: Mr. Mark Overton, Dean of Student Affairs

The Chair invited Mr. Mark Overton, Dean of Student Affairs to present an overview of student mental health support at UTM. The presentation¹ included the following key points:

- Mr. Overton, reviewed the prevalence of mental health related issues in Canada, and noted mental health related issues could be heightened at universities due to highly competitive environment;
- Mr. Overton introduced representatives of the UTM Health and Counselling Centre, Residence and Student Life, and AccessAbility offices which frequently support students with mental health concerns;
- Students self-report concerns related to mental health as having the single greatest negative impact on their academics, resulting in increased pressure on existing mental health and health resources;
- Top mental health concerns of students, as reported by mental health professionals were Anxiety, Depression, Bipolar Disorder, Psychosis, Substance Abuse;
- The University must manage expectations of students, families and the external community regarding mental health support, noting that specialists in the external community were more appropriate for more serious and on-going concerns. The goal was to create a healthy environment and encourage people to come forward with concerns, so the University could provide support and connections to appropriate health professionals at the earliest point of intervention;
- Policies and procedures to support leave taking were currently being explored for instances where a student would benefit from greater mental health support and were unable to learn in the current environment due to the severity of illness;
- Mr. Overton pointed to the *Post-Secondary Student Mental Health: Guide to a Systemic Approach*², a resource being utilized as the guiding document for university's new Provostial Advisory Committee on Student Mental Health.

There were no questions from members.

3. 2014-15 Operating Plans: UTM Service Ancillaries*

The Chair informed members, that the Committee would approve operating plans for all UTM service ancillaries on an annual basis. These plans included a Management Report that described the proposed services and programs offered within the financial parameters of the University's operating budget and financial policies set by the Business Board. The plan also included each ancillary's annual operating budget, as well as changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees. This year, the plans reported on actual financial results for 2012-13, the forecast for 2013-14 and projections for the five year period, 2014-15 to 2018-19. Only the proposed budget for 2014-15 was presented for approval.

¹A copy of the Student Mental Health Support Presentation is attached as Attachment A.

²A copy of the Guide can be accessed at the following link:

http://www.cacuss.ca/Library/documents/CACUSS_Handbook.pdf.

The Chair invited Mr. Paul Donoghue, Chief Administrative Officer to present an overview of financial objectives for the UTM Service Ancillaries, prior to making the motion. The presentation³ highlighted the following key points:

- The university's four financial objectives for service ancillaries: operate without subsidy; provide for capital renewal; maintain a 10 percent operating reserve; and, having achieved all of these objectives, to contribute to the operating budget.
- Prior to being submitted to the Campus Affairs Committee, a number of bodies were involved in the consultative processes for service ancillaries, which included the review of Residence and Meal plans, Food Services and Parking with their respective advisory committees;
- Challenges within the Residence ancillary included unexpected maintenance repairs and the use of *Erindale Hall* as temporary swing space during the future North Phase II building expansion. The occupancy rate of 95 to 96 percent was due to 'no-shows', students who had placed their deposit but do not take up residence. Net assets (total fund balance, generated in conjunction with a major building boom several years ago) will be eliminated by 2016-17;
- Market comparison indicated that UTM residence rates were below average when compared to other Ontario universities, and were the lowest among U of T's 8 residences;
- The Food Services ancillary's challenges included extensive construction on campus, increased equipment costs for repair, replacement of the Director of Retail and Hospitality Service and other hires, and the expected increase of average food prices in 2014;
- UTM was at or below midpoint in a university market comparison of food service prices (UTM had a weighted score of 0.42, where 0.5 is average);
- Regarding the Conference Services Ancillary, challenges for the ancillary included the loss of rental space as the Academic Culture English (ACE) and other academic-related programs have grown, major growth in general summer enrolments and loss of a large customer (Toronto Argonauts for 2014-15);
- Regarding the Parking ancillary, it was reported that parking demand in the lots was monitored daily and remained close to capacity from September to October. Since the introduction of the U-Pass demand for parking has decreased;
- The predicted annual 3% increase in parking rates would generate an operating surplus that would be put into the new construction capital reserve to partially fund a second parking deck, planned for 2016.

In response to a question, Mr. Donoghue noted that the market comparison information was based on data from within the last 12 months.

Mr. Donoghue confirmed for a member that advisory committees had been informed of the rate increases and had reviewed all financial documentation.

In response to a member's question, Ms Capewell advised the Committee that the unrestricted deficit (forecasted at deficit of \$4.1m at April 30, 2014) will be eliminated by 2018-19. She added that mortgages for Residence buildings were all held internally as the funds were borrowed from the University.

A member requested further information regarding the advisory committees that were involved in the consultation process. Mr. Donoghue explained that the role of these advisory committees were to review

³A copy of the UTM Service Ancillaries Presentation is attached as Attachment B.

the management reports and budget packages, raise issues and concerns, and to provide specific feedback. He added that he would make available the Terms of Reference and membership of these advisory bodies⁴, noting that all constituencies were represented on these committees. He commented that the discussion during these consultative meetings was focused on the understanding of finances and working towards acceptable price increases. While there was good discussion at the advisory group meetings, there were no unanswered concerns or objections to the management reports, the proposed budget or the price changes.

A member inquired whether alternative modes of transportation were considered when the rates for parking services were considered. Mr. Donoghue advised that due to the success of the UPASS, demand for parking on campus had lowered somewhat. He noted that UTM continued to collaborate with Mississauga Transit, who consistently monitors ridership, on discussions regarding the expansion of service to areas beyond the City of Mississauga borders.

In response to a member's query about considerations affecting the timing of the parking deck construction, Mr. Donoghue explained that the parking deck would be built in 2016-17, so that the ancillary could still accumulate capital reserves to pay toward construction, while also meeting the anticipated demand upon its completion. Also in response to a member's question, he explained that the university was not aware of a demand for electric car charging stations, but would explore this innovation in the future if there was sufficient demand. He added that UTM did offer a parking pass discount for hybrid vehicles and carpooling. Regarding a member's comment about the high volume of traffic to and from parking lots 4 and 8 during particular times of day, Mr. Donoghue noted that the situation would be monitored and appropriate traffic management options would be considered; much of the congestion relates to major construction on Outer Circle Road, thereby focusing traffic on the two remaining entrances.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT, the proposed 2014-15 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1, the service ancillary capital budgets as summarized in Schedule 5, and the rates and fees in Schedule 6, as recommended by Mr. Paul Donoghue, Chief Administrative Officer, in the proposal dated December 9, 2013 be approved, effective May 1, 2014.

4. Assessor's Report

Mr. Mark Overton, Dean, Student Affairs noted that student governments would be bringing forward student rates and increases to the next Campus Affairs Committee meeting.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

⁴Advisory Committee Terms of Reference and Membership have been attached as Attachment C.

THAT the consent agenda be adopted and that Item 5 - Report of the Previous Meeting, be approved.

5. Report of the Previous meeting: Report 2 – November 11, 2013

6. Business Arising from the Report of the Previous Meeting

7. Date of Next Meeting – February 10, 2014, 4:10 p.m.

The Chair reminded members that the next meeting of the Committee was scheduled for Monday, February 10, 2014, 4:10 p.m. in the Council Chamber, William G. Davis Building.

8. Other Business

There were no items of other business.

The meeting adjourned at 5:25 p.m.

Secretary
January 13, 2014

Chair

EDUCATION
As student stress hits crisis levels, universities look to ease pressure
 JAMES BRADSHAW AND JOSH WINGROVE
 The Globe and Mail
 Published Sunday, Dec. 02 2012, 8:51 PM EST
 Last updated Friday, Dec. 07 2012, 11:41 AM EST

Mental illness rises on campus: studies
Last updated: Thursday, August 12, 2010 11:29 PM ET CMC News

Severe mental illness is becoming more common on college and university campuses, research suggests.

The percentage of students with moderate to severe depression who sought counseling at U.S. campuses increased seven per cent from 1995 to 2009. John Gutman, director of student counseling services at Hofstra University in Hempstead, N.Y., said Thursday.

Most college students who obtained counseling in the study had been diagnosed with mood and anxiety disorders. (iStock)

Internal Links

- New Calgary research centre to focus on mental illness

External Links

- Students for Mental Wellness, Simon Fraser University

Note: CMC does not endorse and is not responsible for the content of external sites. Links will open in new windows.

Trends and News for 2010

MACLEAN'S on campus

HOME | CAMPUS NEWS | CAMPUS LIFE | CAMPUS TECH | CAMPUS HOT TOPICS | First Year Survivor | Bullying | Campus Role | Out

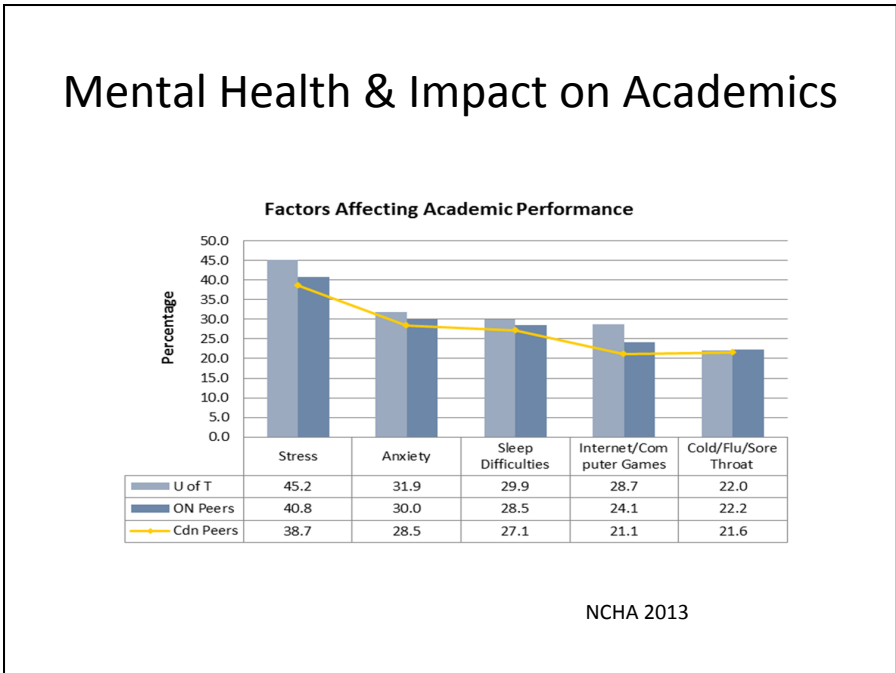
Home > Campus Life > First Year Survivor > The mental health crisis on campus
 By: Kaiti Imani | September 6th 2010 | 9:48 pm

Student Mental Health on Campus

Key Canadian statistics and indicators (Statistics Canada)

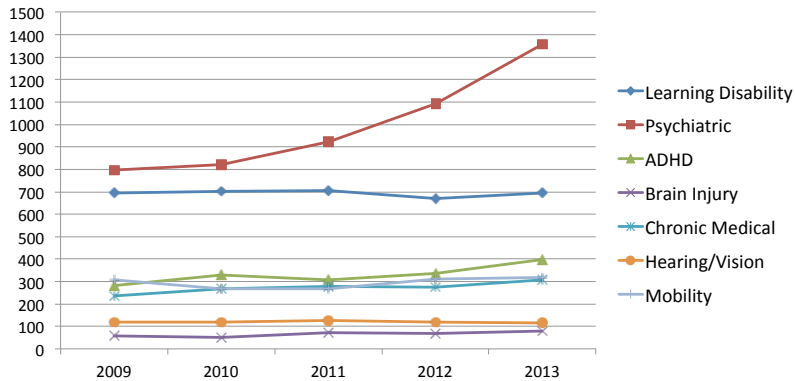
- 1 in 5 students will experience a mental health problem at some time in their life
- Age cohort of 15-25 experience onset of many mental disorders and is more likely to report suicidal behaviour
- Suicide is the leading cause of death in Canadian youth age 10-24 after motor vehicle accidents

- PSE environment presents stressors related to perceived competition and substantial life stressors, such as leaving home and transitioning from secondary school
- Tracking indicates student mental health issues are increasing and putting greater pressure on services on campus
- Concerns related to mental health as reported by students are having the greatest negative impact on their academics (NCHA 2013)



Accessibility Services (tri-campus): Students Identified According to Primary Disability

In 2009, 32% of 2,409 (797) students registered with Accessibility Services had mental health as their primary disability; in 2013 it was 41% of 3,265 (1,357) students



Top Mental Health Concerns of Students

- Anxiety
- Depression
- Bipolar Disorder
- Psychosis
- Substance Abuse

What we can do and what we can't do
to support student mental health
and wellbeing.

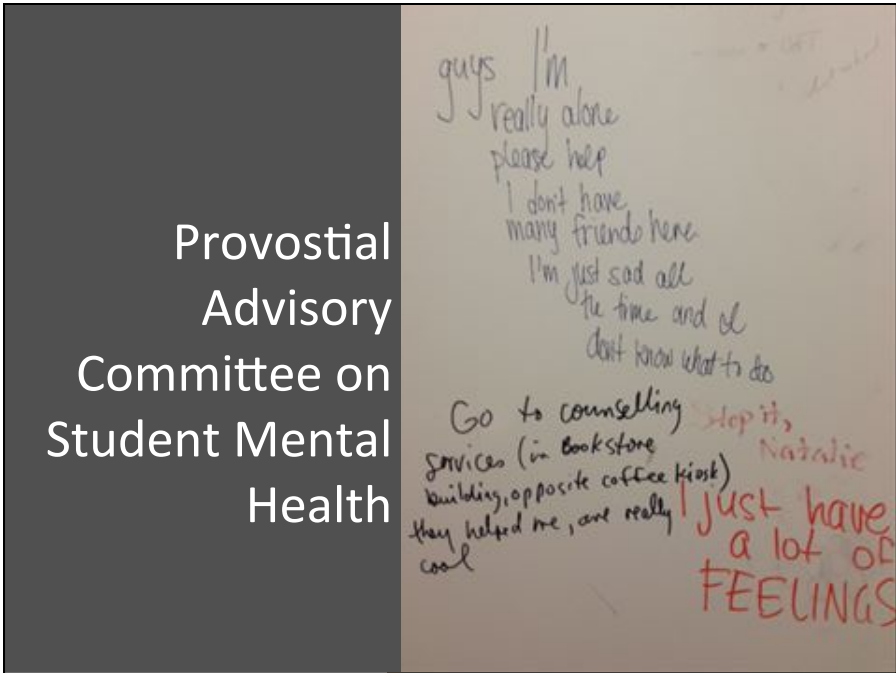
A Framework for Mental Health

Post-Secondary Student Mental Health: Guide to a Systemic Approach

Supporting the creation of a campus community that is deeply conducive to transformative learning and mental health

Post-Secondary Student Mental Health:
Guide to a Systemic Approach
Supporting the creation of a campus community that is
deeply conducive to transformative learning and mental health.





Underlying Premises

- **Mental health is essential to students' academic success** as well as their ability to participate fully and meaningfully throughout all aspects of their lives and throughout their lifespan.
- **Empowering students to participate actively in maintaining their well-being** as well as addressing mental health issues **sets the foundation for increased ability to sustain well-being throughout their lives.**

Canadian Association of College & University Student Services and Canadian Mental Health Association. (2013). *Post-Secondary Student Mental Health: Guide to a Systemic Approach*. Vancouver, BC: Author.

Key Components of a Framework

1. Institutional Structure: Organization, Planning and Policy
2. Supportive, Inclusive Campus Climate and Environment
3. Mental Health Awareness
4. Community Capacity to Respond to Early Indications of Student Concern
5. Self-Management Competencies and Coping Skills
6. Accessible Mental Health Services
7. Crisis Management

Canadian Association of College & University Student Services and Canadian Mental Health Association. (2013). *Post-Secondary Student Mental Health: Guide to a Systemic Approach*. Vancouver, BC: Author

Institutional Structure: Organization, Planning and Policy

- Institutional vision, mission and strategic goals reflect importance of student mental health
- Curriculum and pedagogy that enhance student mental health, recovery, and well-being
- Policies and practices that operationalize legislation related to the accommodation of students with mental health issues

Canadian Association of College & University Student Services and Canadian Mental Health Association. (2013). *Post-Secondary Student Mental Health: Guide to a Systemic Approach*. Vancouver, BC: Author

Supportive, Inclusive Campus Climate and Environment

- Warm, welcoming, and safe spaces for students to gather, socialize, and connect
- Resources for educators to ensure their curriculum do not perpetuate mental health stigma, prejudice, and discrimination
- Processes that recognize and mitigate barriers for students with mental health disabilities

Mental Health Awareness

- How mental health impacts academic performance
- How to maintain mental health
- Early indications of difficulties
- Help-seeking as a normal and legitimate strategy

Community Capacity to Respond to Early Indications of Student Concern

- Early alert systems that build faculty and staff capacity to notice early indications of students' concerns and connect them with supports and resources.
- Provide training for all student employee and leaders; and peer volunteer groups in noticing early indicators of student concerns

Self-Management Competences and Coping Skills

- Preparing students for transition to post-secondary experience by providing adjustment and coping skills.
- Providing structured peer helper programs to provide support in self-management skill development.
- Online self-screening questionnaire that helps students recognize that they may be struggling and offers resource information.

Accessible Mental Health Services

- Accessible, timely access to services and programs
- Commitment to evidence based practice across all aspects of mental health service delivery
- Established links to resources in the community
- Timely consultation with administration, faculty, and staff regarding specific student concern

Best 24/7/365 Non-Emergency Mental Health Resource/Referral

Good2Talk - Ontario's Post-Secondary Student Helpline
1-866-925-5454

A free, completely confidential and anonymous service that offers students professional counselling, mental health information and connections to local resources. The service is available 24/7/365 in both English and French.



**Projected Revenues/Expenses
2014-2015**
(\$000's)

	<u>Residence</u>	<u>Food</u>	<u>Conference</u>	<u>Parking</u>
Revenues	12,603	1,810	799	3,370
Expenses	11,796	1,701	859	2,548
Net	807	109	(60)	822
Transfers	(1,300)*	-	(100)	-
Net Income (Loss)	(493)	109	(160)	822
Net Income (Loss) 2013-2014	483	194	194	788

* Recovery of cash advance provided in 2013/14 for extraordinary maintenance & repairs.

2

Four Objectives

<u>Objective</u>	<u>Residence</u>	<u>Food Services</u>	<u>Conference Services</u>	<u>Parking</u>
Operate without subsidy	Yes	Yes	Yes	Yes
Provide for capital renewal	Yes	Yes	n/a	No
10% operating reserve	Yes	Yes	Yes	Yes
Contribute to operating	No	No	Yes	No

3

Ancillary Consultation Process for Proposed Operating Plans/Budgets

Residence & Meal Plans

- Student Housing Advisory Committee (Oct 29, 2013)
- Resident Student Dining committee (Nov 15 and Nov 29, 2013)

Food Services

- Food Services Advisory (Dec 12, 2013)

Parking

- Transportation & Parking Advisory Committee (Dec 9 and 16, 2013)



**Student Housing
&
Residence Life**

1,536 beds

- 1,471 fee-paying beds
- Mix of styles, sizes
- 2014-15 'Y' = \$12.6m

Residence – Highlights and Challenges

- Occupancy rate of 95 – 96% (average about 60 empty beds) re no-shows
- Substantial, unexpected maintenance/repairs expense in 2013-14 (\$1.3m 'loan')
- Accumulated deficit of \$2.2m (at end of 2014-15) will be eliminated by 2016-17
- 100 beds in Erindale Hall will be used as temporary swing space from May 2014 to August 2017

Proposed Residence Rate Change

- 5% rate increase for 2014-15
- Exception: Schreiberwood townhouses (14%-16%) reflects change to include hydro in rates
- Undergrad Fall/Winter price ranges from \$7,424 to \$8,281
- Inclusive of meal plan, total of about \$10,709
- Family & Graduate from \$818 to \$1,415 per month

7

Market Comparison

- Lowest among 8 other U of T residences
- < Ryerson
- > McMaster, Brock, York, Guelph
- "All-in" pricing competitive with local, off-campus alternatives (CHMC data for 2013)

8

**Residence
Summary Statement of Operating Results**

(\$000's)

	2012-13 <u>Actual</u>	2013-14 <u>Budget</u>	2014-15 <u>Budget</u>
Total Revenue	11,759	11,967	12,603
Total Expenditures	10,281	13,230	11,796
Operating Results Before Transfers	1,478	(1,263)	807

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Food – Highlights and Challenges

- Construction – North Building Phase I, Innovation Complex, Colman Expansion, Spigel Renovation – added revenue, added space costs, depreciation
- Equipment costs, particularly at Colman Commons, due to aging equipment – repair and replace
- Salaries/Wages/Benefits – Replacement of Director, Hiring of Hospitality & Retail Services Clerk; staging of hires
- Expected increase average pricing of 2.8% in 2014
 - Based on Analysts’ forecasted (CPI) increase of 1.9% for entire Food Sector +
 - Higher increases expected in price of Meat, Fish, Fruit and Baked Goods +
 - Increases wages/salaries, utilities, etc
 - Weighted average meal plan increase, 2.7%

Food Pricing University Market Comparison

- 27 Canadian universities participate in price comparisons
- 8 categories of items
- UTM ranking ranges from 7th to 20th
- UTM's weighted score 0.42 (0.50 = average)

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Food Summary Statement of Operating Results

(in \$000's)

	2012-13 <u>Actual</u>	2013-14 <u>Budget</u>	2014-15 <u>Budget</u>
Total Revenue	8,473	9,442	9,529
Total Cost of Sales & Service	6,486	7,750	7,719
Contribution Margin - Net Revenue	1,988	1,692	1,810
Total Expenditures	1,715	1,530	1,701
Operating Results Before Transfers	273	162	109

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Conference Services



15

Conference – Highlights and Challenges

- **Limited Space for large-group dining**
 - Spigel conversion to teaching laboratory
- **Accommodation Limits**
 - Residence repairs/maintenance during summer
 - Residence use for ACE & other programs
- **Meetings and other activities space**
- **Major growth in summer enrolments (6,500)**
- **Loss of one large customer (Toronto Argonauts) starting 2014-15**

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**Conference
Summary Statement of Operating Results**

(\$000's)

	<u>2012-13 Actual</u>	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>
Total Revenue	1,011	977	799
Total Expenditures	892	974	859
Operating Results Before Transfers	118	3	(60)

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Parking – Highlights and Challenges

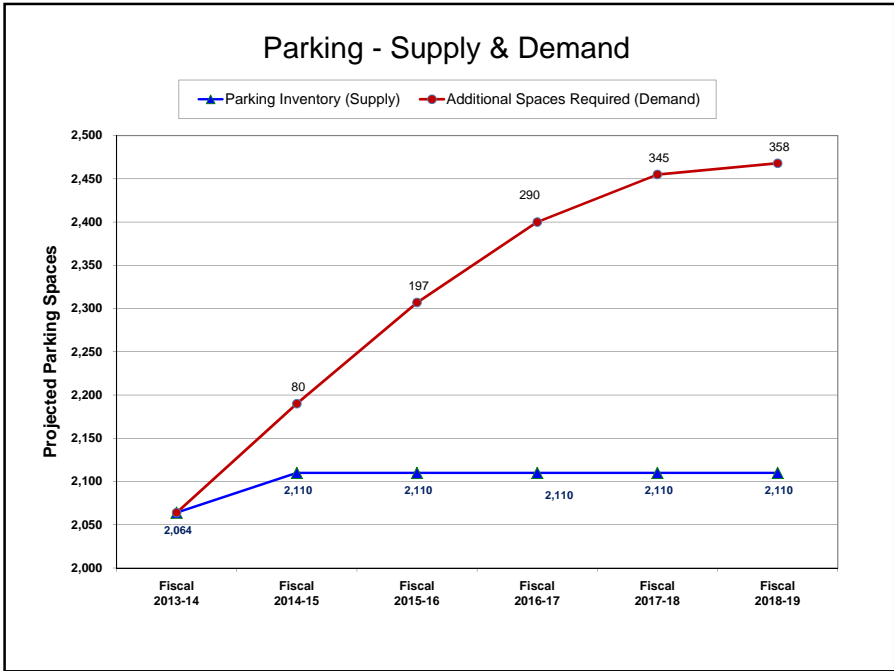
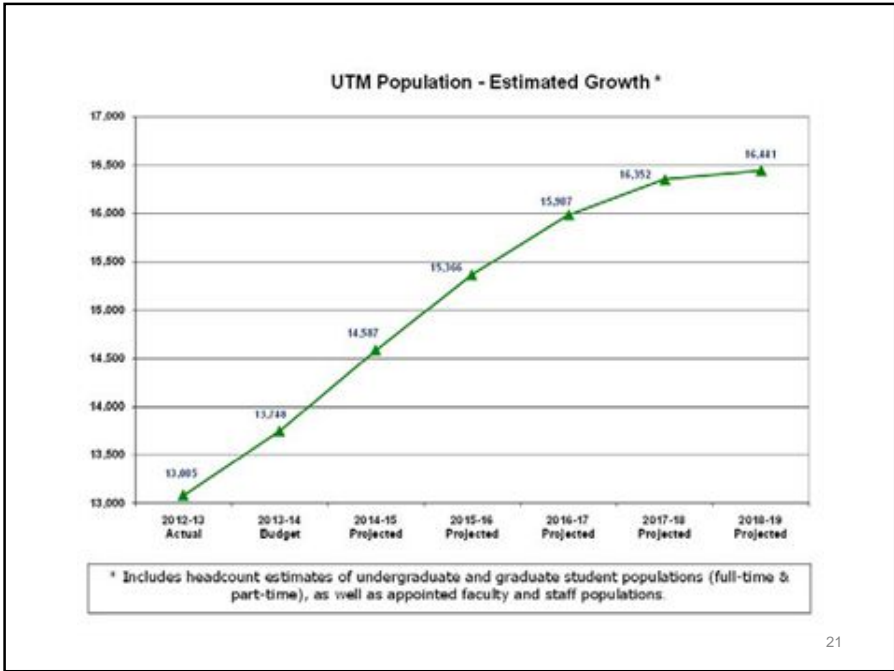
- Close to capacity from September 10 to October 10
- Estimated need for expansion of the deck in 2016
- All net revenues are earmarked for expansion of deck
- Financing of new deck in 2016 uncertain

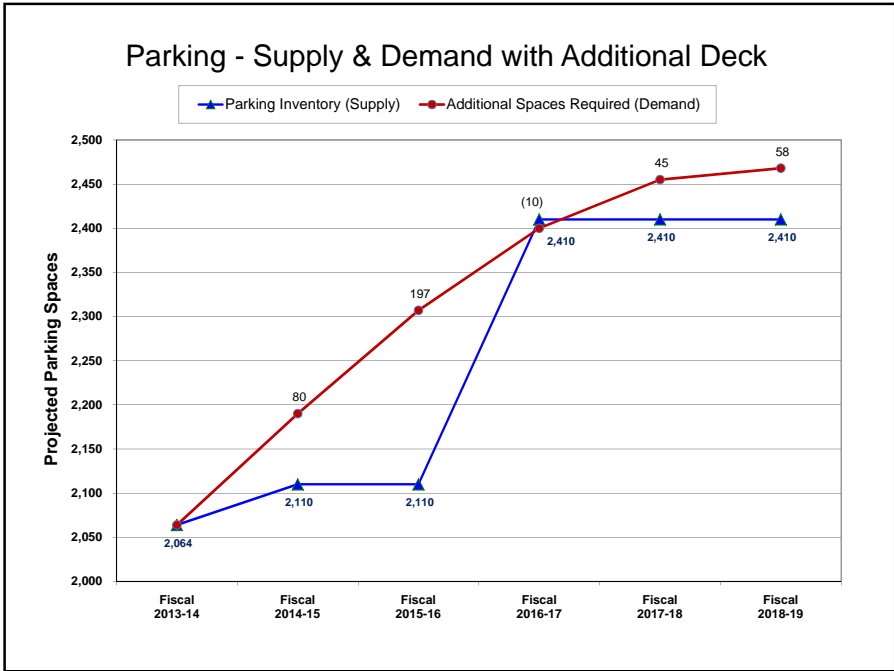
19

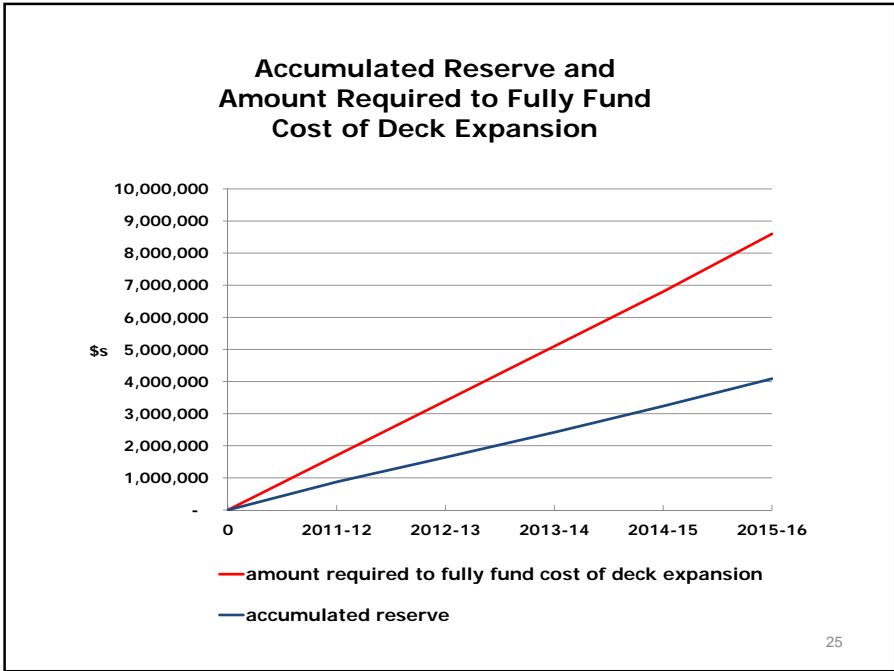
**Permit Price increases for
2014-15**

- Regular Annual Reserved, Premium Unreserved and Unreserved permit prices will increase 3%, as planned
- Range from \$664 to \$962 (very competitive)
- Increases range from \$19.35 to \$28.02
- Pay & Display prices will not increase (\$13.00 daily max)

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Parking Summary Statement of Operating Results

(in \$000's)

	<u>2012-13 Actual</u>	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>
Total Revenue	3,069	3,189	3,370
Total Expenditures	<u>2,304</u>	<u>2,489</u>	<u>2,548</u>
Operating Results Before Transfers	765	700	822

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Summary

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Schedule 1

**Service Ancillary Operations Budget Summary
Projected Operating Results
for the year ending April 30, 2015**

	Revenues	Expenses	Net Income/(Loss) before Transfers	Transfers in/(out)	Net Income/(Loss) after Transfers 2015	Net Income/(Loss) after Transfers 2014
Residence	12,603	11,796	807	(1,300)	(493)	483
Conference	799	859	(60)	(100)	(160)	(118)
Food	1,810	1,701	109	-	109	194
Parking	<u>3,370</u>	<u>2,548</u>	<u>822</u>	<u>-</u>	<u>822</u>	<u>788</u>
Total	18,582	16,904	1,678	(1,400)	278	1,347

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Schedule 5

Service Ancillary Operations Budget Summary
Summary of 2014-15 Capital Budgets

(in \$000's)

	<u>2014-15</u>	<u>2013-14</u>
Residence	1,399	235
Conference	-	-
Food	350	170
Parking	-	-
Total	1,749	405

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Schedule 6

Service Ancillary Operations Budget Summary
Schedule of 2014-15 Rates

in \$'s

	2013-14 Rate \$	2014-15 Rate \$	Increase (Decrease) \$	Increase %	Prior Year's Increase %
Parking					
Reserved (annual)	933.94	961.96	28.02	3%	3%
Premium Unreserved (annual - Lots 4,8,9)	666.53	686.53	20.00	3%	3%
Unreserved (annual - Lots 4 & 8 only)	644.92	664.27	19.35	3%	3%
Student Unreserved (sessional - Lots 4 & 8 only)	268.71	276.77	8.06	3%	3%
Unreserved Afternoon (annual - after 3:30pm)	540.24	180.00	(360.24)	-67%	3%
Commercial (annual - Lots 4,8,9)	1,080.49	1,112.90	32.41	3%	3%
Pay & Display (daily maximum) (6:30am to 8:00am next day)	13.00	13.00	-	0%	0%
Pay & Display (evening/weekend) (5:00pm to 8:00am next day)	6.00	6.00	-	0%	0%
Pay & Display (per half hour) (6:30am to 5:00pm)	2.50	2.50	-	0%	0%
Pay & Display (per half hour) (weekdays 5:00pm to 8:00am next day; weekends & holidays)	1.00	1.00	-	0%	0%

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Service Ancillary Operations Budget Summary
Schedule of 2014-15 Rates

Schedule 6
continued

in \$'s

	2013-14 Rate \$	2014-15 Rate \$	Increase (Decrease) \$	Increase %	Prior Year's Increase %
Food					
Group A					
Plus	4,499	4,699	200	4.4%	2.3%
Regular	4,199	4,349	150	3.6%	2.4%
Light	3,949	3,999	50	1.3%	2.6%
Minimum	3,639	3,649	10	0.3%	2.5%
Group B					
Regular	2,399	2,499	100	4.2%	4.5%
Light	2,149	2,199	50	2.3%	2.6%
Minimum	1,849	1,899	50	2.7%	2.8%

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Service Ancillary Operations Budget Summary
Schedule of 2014-15 Rates

Schedule 6
continued

in \$'s

	2013-14 Rate \$	2014-15 Rate \$	Increase (Decrease) \$	Increase %	Prior Year Increase %
Undergraduate Students (per fall/winter session)					
Townhouses (Schreiberwood, McLuhan, Putnam, Leacock)	7,070	7,424	354	5%	5%
Premium Townhouses (Leacock 2 bedroom)	7,887	8,281	394	5%	5%
Suites (Roy Ivor, Erindale)	7,887	8,281	394	5%	5%
Dormitory (Oscar Peterson)	7,070	7,424	354	5%	5%
Premium Townhouses (MaGrath Valley)	7,887	8,281	394	5%	5%

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Service Ancillary Operations Budget Summary
Schedule of 2014-15 Rates

Schedule 6
continued

in \$'s

	2013-14 Rate	2014-15 Rate	Increase (Decrease)	Increase %	Prior Year Increase %
	\$	\$	\$		
Family & Graduate Housing (per month)					
Schreiberwood					
2 bedroom townhouse					
May to Aug	1,160	1,325	165	14%	5.9%
Sept to April	1,325	1,391	66	5%	14.2%
3 bedroom townhouse					
May to Aug	1,199	1,365	166	14%	5.8%
Sept to April	1,365	1,433	68	5%	13.8%
4 bedroom townhouse					
May to Aug	1,222	1,415	193	16%	5.8%
Sept to April	1,415	1,486	71	5%	15.8%
Small Bachelor					
May to Aug	779	818	39	5%	5.9%
Sept to April	818	859	41	5%	5.0%
Large Bachelor					
May to Aug	818	859	41	5%	5.9%
Sept to April	859	902	43	5%	5.0%
Shared Bachelor					
May to Aug	818	859	41	5%	5.9%
Sept to April	859	902	43	5%	5.0%

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Thank You

Motion

Discussion & Questions

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