

UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

OCTOBER 8, 2014

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on October 8, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Professor Hugh Gunz, Vice-Chair
Professor Deep Saini, Vice-President & Principal
Ms. Judy Goldring, Chair, Governing Council
Ms Kelly Akers
Mr. Nabil Arif
Mr. Lee Bailey
Mr. Jeff Collins
Ms Paula Hannaford
Ms Megan Jamieson
Mr. Nykolaj Kuryluk
Professor Angela Lange
Mr. Sheldon Leiba
Dr. Joseph Leydon
Ms Alice Li
Mr. Leonard Lyn
Ms Mariam Munawar
Ms Judith Poë
Mr. Glenn Thompson

Mr. Douglas Varty

Non-Voting Assessors:

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

Regrets:

Mr. Simon Gilmartin
Mr. Kevin Golding
Dr. Rav Kumar
Ms Sara da Silva
Mr. John Switzer
Mr. David Szwarc

In Attendance:

Mr. Mark Overton, Dean, Student Affairs

Secretariat:

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

1. Chair's Remarks

Professor Hugh Gunz, Vice-Chair welcomed members to the first meeting of the UTM Campus Council for the academic year. He explained that the Chair, Mr. John Switzer was unavailable for this meeting and sent his regrets. He introduced Professor Deep Saini, Vice-President and Principal; and the Committee's non-voting assessors, Professor Amy Mullin, Vice-Principal Academic and Dean and Mr. Paul Donoghue, the Chief Administrative Officer. The Chair also welcomed and introduced both new and returning members of the Campus Council.

2. Orientation

The Chair gave an Orientation presentation¹ and Members were directed to Orientation Resources available at <http://uoft.me/OrientationResources>. The presentation included a visual representation of the governance path for the consideration of a capital project, compulsory non-academic incidental fees, as well as the campus and institutional budget. The Chair explained that the Committee was concerned with matters affecting the Campus' objectives and priorities, development of long-term and short-term plans and the effective use of resources in the course of these

¹A copy of the Orientation Presentation is attached as Attachment A.

pursuits. The Chair defined for members the boundary between governance and administration, explaining that governance was a receiver of proposals and reports from the administration and that management of the University was the purview of administration. He also advised on the role of the Secretariat and provided an overview of the agenda planning process.

The Chair invited Professor Deep Saini, Vice-President & Principal to present an overview of the Campus and his role to the body as the voting assessor. Professor Saini's presentation outlined the structure of campus administration and highlighted recent developments at UTM including the building openings of Deerfield Hall and the Innovation Complex².

3. Report of the Vice-President & Principal

Professor Saini invited Mr. Sunny Gill, President of the Undergraduate Commerce Society (UCS) to provide members with an overview of their organization. He noted that the UCS was the largest academic society at UTM and served over 1300 commerce students, with more than 50 events in the past year. Mr. Gill³ provided members with an overview of the organization, which was divided into three teams; External, Internal and Presidential. Mr. Gill advised members that the UCS had adapted to changing landscapes, which included the merger of Canadian accountants under the CPA designation, and had begun pursuit of additional sponsors. UCS also branched out by engaging in partnerships with other student groups on campus, as well as connecting students to the external community through networking and recruiting events. Mr. Gill informed members that the UCS expanded internal branding efforts and mentorship of newer Commerce students to encourage earlier engagement. Mr. Gill highlighted several key UCS events including, *BizFrosh*, *Ready Set Market* and *Show Me the Green*.

A member asked how sponsorship played into the sustainability of the UCS and for Mr. Gill to comment on the nature of the events and possible fiscal constraints. Mr. Gill responded that the changes to the accounting designations had affected UCS as three sponsors had merged into one, however he noted that they remained supportive and helpful throughout the transition. UCS had also focused on trend forecasting for events through extensive feedback from students in order to provide the most value to their members.

4. Calendar of Business, 2014-15

The Chair referred members to the Calendar of Business, and advised that the document would be updated on the Office of the Campus Council website every Friday; he encouraged members to review the Calendar on a regular basis.

5. Committee to Review the UTM and UTSC Campus Council: Consultation

The Chair invited Ms Judy Goldring, Chair of Governing Council to speak to the item. Ms Goldring advised members that the mandate of the Committee to Review Campus Councils (CRCC) was three-part: to evaluate the efficacy of the model and its implementation, to report findings and to recommend refinements. She advised that a broad call for advice as well as consultations with senior administrators, voting assessors and public in-person consultation sessions had begun in September. Ms Goldring encouraged members to attend open meetings that were scheduled for October, and would include input from various estates, student union leadership, student societies and clubs. There were also two public town-halls scheduled on November 5 and 6 at UTM and UTSC respectively, which would give the CRCC an opportunity to report back on its work and to receive further feedback from members of the campus communities. Ms Goldring noted that the CRCC included membership from both UTM and UTSC Campus Councils and was mandated to report its findings to the Governing Council at its meeting held in December.

² A copy of the Assessor Presentation and the Assessor Handout is attached as Attachment B and C respectively.

³ A copy of the Undergraduate Commerce Society Presentation is attached as Attachment D

Professor Saini, a member of the CRCC, noted that input received thus far had been very valuable and included thoughtful suggestions, which reaffirmed that the tri-campus structure was sound, and that refinements in practice would be the focus of the CRCC's recommendations.

6. Office of the Vice-Principal Academic and Dean: Presentation by Professor Amy Mullin, Vice-Principal Academic and Dean

The Chair invited Professor Amy Mullin, Vice-Principal Academic and Dean to begin her presentation⁴ and speak about progress with respect to the goals outlined in the academic plan and the responsibilities of the Office of the Dean at UTM. She provided an overview of the roles of different members of the Dean's Office and highlighted the extensive collaboration that takes place among senior administration across the Campus and the University. Professor Mullin outlined the progress made with respect to every goal of the Academic Plan, which included improvement of the student to faculty ratio via faculty hires, research and teaching excellence, expanded transitional programming (specifically Robert Gillespie Academic Skills Centre workshops and the utmONE program) and increased support for writing skills. She reported that 25 confirmed faculty hires were made in the past year, and that 10 searches were postponed or unsuccessful.

Professor Mullin noted significant investments in research infrastructure had been made both by initiatives that support improvement for the campus as a whole and by renovating research laboratories and providing start-up funds for new faculty hires. The Dean's Office would continue to build further experiential learning opportunities through field courses and internships in addition to increased experiential learning activities in lectures, labs and seminars. She noted that the new Masters of Science in Sustainability Management program (MScSM) also included internships. Professor Mullin highlighted other decanal responsibilities, which were numerous and included academic human resources, complement planning and hiring, collective agreements and policies regarding teaching staff, academic integrity, and support of curricular change and Chair searches. Professor Mullin advised members of decanal participation in U of T governance on various bodies including the Council on Student Experience, Jackman Humanities Institute Council, Fraser Mustard Institute Steering Committee, NGSIS (Next Generation Student Information System) to name a few. She noted that similar to members' responsibilities with respect to UTM governance bodies and their estates, in such roles she represented UTM, yet made decisions that were in the best interests of the university as a whole.

In response to a member's question, Professor Mullin responded that a majority of the 10 unsuccessful faculty searches were attributed to the lack of a suitable candidate and fit with the available position. A member asked if the Ontario government's pressures on enrolment expansion affected faculty hires. Professor Mullin noted that the Ontario environment was only a part of the academic search process, since the University recruits internationally. Faculty searches at UTM had benefitted from a less congenial environment for academics in the United Kingdom, as had been the case for several years prior to that in the United States.

7. Current Year Campus and Institutional Operating Budget: Presentation by Mr. Paul Donoghue, Chief Administrative Officer

The Chair invited Louis Charpentier, Secretary of the Governing Council, to address the consideration of budget matters by the UTM and UTSC Campus Councils and Campus Affairs Committees. Mr. Charpentier explained that in the preceding year, the Campus Councils and the Governing Council resolved to defer implementation of the governance consideration path of budget matters, and undertook to work collectively with governance and administration to develop appropriate administrative processes that respect the Terms of Reference of the relevant bodies, while meeting the required planning principles and timelines leading up to the presentation of the University's Operating Budget to governance. He explained that in the fall, budget presentations would be provided to the Campus Councils and Campus

⁴A copy of the presentation is attached as Attachment E.

Affairs Committees, parallel to the established budget process, and that those bodies would be asked to consider the overall goals of the budget with respect to existing academic plans and other existing planning documents.

Mr. Charpentier pointed to the “process map” that was made available with the meeting documentation and summarized the approach discussed, which delineated the following four components:

- (1) an integrated budget presentation to the CACs and CCs,
- (2) an overview of the proposed campus operating budgets at CACs and CCs,
- (3) the Provost’s budget review meetings, and
- (4) governance consideration of the University’s operating budget.

The Chair then invited Mr. Paul Donoghue, Chief Administrative Officer to give a presentation on the current year institutional and campus budget, which represented step one of the budget governance process map.. The presentation included the following key points⁵:

- The broader context for the University’s Operating Budget involved several key factors, including low interest rates, the declining Canadian dollar, differentiation of priorities among Ontario universities, tuition framework, declining public investment, internationalization and a provincial deficit of approximately \$12 billion;
- The Provincial operating grant as a share of total operating revenue had decreased from 44 % in 2006-07 to 32% in 2014-15, and would continue on its downward trend to 28% by 2018-19;
- That a balanced budget was projected at the institutional level (\$2.0 billion) in 2014-15;
- The University Fund was created by a 10% deduction from gross revenues that would be allocated by the Provost based on academic plans and institutional priorities;
- \$164 million in financial assistance was provided by the University to its students in 2012-2013 and \$147 million in external funding and employment income for graduate students;
- Structural budget challenge: Weighted average increase in revenues was 2.6% while weighted average increase in expenses was 4.1%, producing a structural deficit of 1.5%, driven primarily by compensation.;
- The Academic priorities for 2014-15 included UTM’s and UTSC’s expansion in space, services, tenure and teaching stream hiring, curriculum changes, online course delivery, capital projects (Law, Engineering, Architecture) and experiential learning;
- University Fund allocations totaled \$10.5 million for 2014-15, including a one-time-only \$4.0 million capital matching for UTM and UTSC;
- The 2014-15 total revenue budget for UTM was \$218.7 million; following allocations towards the University Fund, University-wide costs, and Student Aid, net revenue for UTM was \$167.9 million;
- UTM campus-related costs included occupancy costs (largest item), library, student life, Admin/Finance, Human Resources and Information Technology;
- UTM deficit repayment (\$3.0 million) related to increased undergraduate enrolment leading to modifications in buildings, faculty hires and other related costs, and would be completely repaid in 2015-16.
- There was strong undergraduate growth at UTM, which represented 57% of the overall undergraduate enrolment growth at UofT.
- UTM retained the number of first choice applications from the previous year and remained sensitive to a softening of demand at the University level;
- That to create sustainable growth and provide a rich academic experience, the strategy employed at UTM was to use additional revenue towards one-time capital investments and increasing space to allow for additional faculty hires.

CONSENT AGENDA

On motion duly moved, seconded, and carried

⁵ A copy of the Budget Presentation is attached as Attachment F.

YOUR COMMITTEE APPROVED

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

8. Reports for Information

- a. Report 7 of the Agenda Committee (September 29, 2014)
- b. Report 7 of the Academic Affairs Committee (September 18, 2014)
- c. Report 6 of the Campus Affairs Committee (September 15, 2014)

9. Report of the Previous Meeting: Report 6 – May 29, 2014**10. Business Arising from the Report of the Previous Meeting****11. Date of the Next Meeting – December 8, 2014 at 4:10 p.m.**

The Chair reminded members that the next meeting of the Council was scheduled for Thursday, December 8, 2014 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

12. Question Period

In response to a member's question, Professor Saini clarified the percentage for new intakes of international students shown in his earlier presentation, under Item 2.

A member asked how the University managed students at risk for mental illness and what roles student societies played. Professor Mullin responded that the University – specifically Student Affairs, the Office of the Registrar, Personal Counsellors and Student Academic Officers on campus were trained to identify and assist students with mental health concerns. She also noted that there were a number of accessibility services offered to students. A member noted that student societies continually promoted mental health awareness on campus, including the use of Peer Health educators, which were upper year students. Mr. Mark Overton, Dean of Student Affairs also noted that over the last year, hundreds of UTM students, faculty and staff had participated in *SafeTalk* training, a helpline which specifically addressed mental health concerns.

13. Other Business

There were no other items of business.

The meeting adjourned at 6:19 p.m.

Secretary
October 14, 2014

Chair

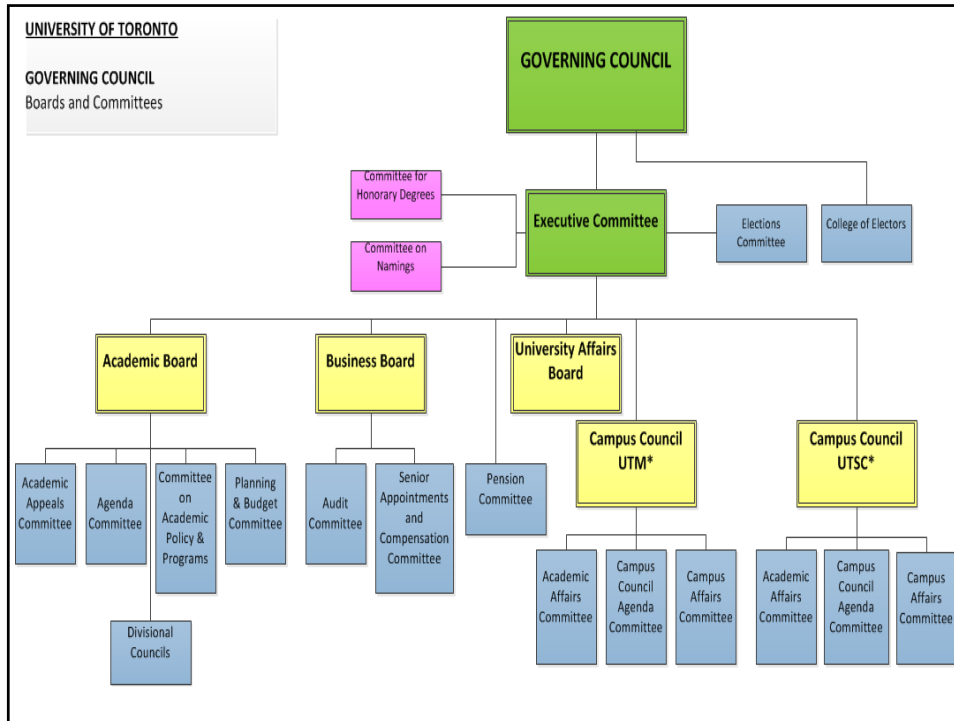


University of Toronto Mississauga Campus Council Orientation

October 8, 2014

What are the Terms of Reference of the Campus Council

- On behalf of the Governing Council has governance oversight of campus specific matters
- Concerned with matters affecting the Campus' objectives and priorities, development of long-term and short-term plans and the effective use of resources in the course of these pursuits



What is the Committee's Role in Relation to Other Governing Bodies?

- Final body of consideration at campus level with GC Executive Committee confirmation
- Recommends certain items to Academic Board and the Governing Council

Role of Governance and Administration

- Administration manages the University, issues reports and proposals.
- Governance is the receiver of proposals and reports from the administration.
- Primary Functions of Governance – Oversight, Advice, Approval (or rejection)
- Together the functions of governance and administration are sustaining and advancing the University's purpose, strength and well-being.

Who are the CC Members ?

- 28 members
 - 2 administrative staff
 - 11 community members
 - 6 teaching staff
 - 4 students
 - 5 *ex officio* members

Who are the Assessors?

- Campus Council: Vice-President and Principal, Deep Saini
- Voting Assessors of AAC
 - Vice-Principal Academic & Dean, Amy Mullin
 - Vice-Principal Research, Bryan Stewart
- Voting Assessors of CAC
 - CAO, Paul Donoghue
 - Dean of Student Affairs, Mark Overton
 - Vice-Principal Academic & Dean, Amy Mullin

What is the Role of the Assessors?

- Bring forward proposals from the administration for consideration to CAC & AAC
- Provide reports for information
- Introduce items before discussion and vote
- Roles of the assessors reflect terms of reference

What are the Responsibilities of CC Members?

- Reflect the perspectives of their estate, as appropriate
- Members act in the best interests of the institution as a whole
- Refer to “Expectations and Attributes of Governors & Key Principles of Ethical Conduct” in the quick reference guide

Members: Tips for Effective Participation

Informed participation → review materials in advance (attention to cover sheets)

- **Adding value**
 - provide feedback/advice to assessors in preliminary stages of a proposal
 - make suggestions for improvements to presentations for subsequent bodies in the governance process
 - ask questions (if answers will require preparation it is best practice to alert assessors in advance so that they can be prepared)
 - ask about consultation process

Calendar of Business: What business will be brought to CC this year?

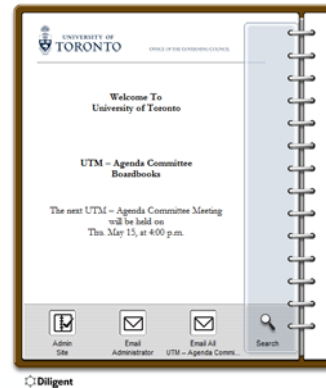
- Developed annually for all Governing Council bodies
- An overview of all anticipated business to be transacted in the year
- New items are added (updated every Friday) as they arise from the administration

How is the Agenda Set?

- Agenda Committee consists of the Chair, Vice-Chair, the Chairs of the AAC and CAC, the VP&P and one member from each estate
- Items normally recommended by one of its Standing Committees
- Agenda planning is the “hand-off” from the administration to governance

How Does One Access Meeting Documents ? The Governance Portal: Diligent Boardbooks

- Only tool used to distribute confidential meeting documentation to members, and therefore the expectation is that all members make use of it
- Password protected
- Instructions for setup: <http://uoft.me/DBBInstructions>
- User Name: “firstname lastname” and the temporary Password is “July2014”.

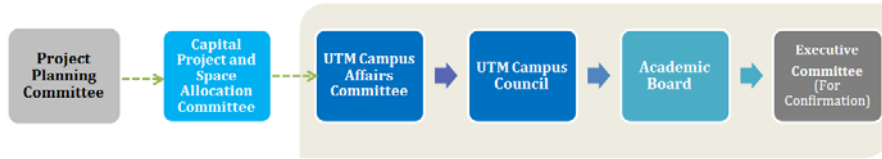


Conduct of Meetings

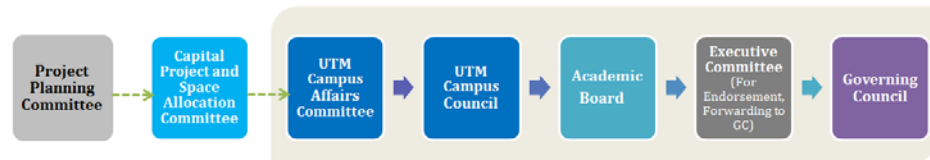
- Modified version of Bourinot’s Rules of Order which are included in the Governing Council’s By-Law Number 2.
 - Meetings are normally open.
 - Members may speak once in a debate for up to 5 minutes to allow for wide participation
 - Only members and voting assessors may participate in debate and vote.
 - Non-members who wish to speak must request to do so in advance of the meeting.

Approval of Capital Projects

Level 2 (\$3 - 10 million)



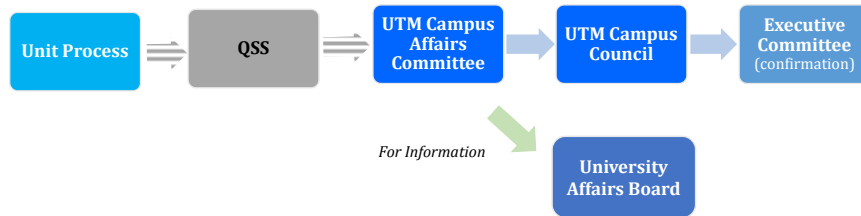
Level 3 (> \$10 million)



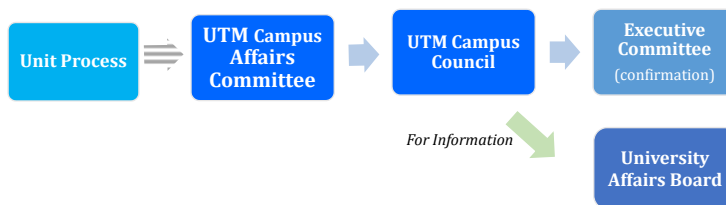
Execution of the Approved Project/Borrowing

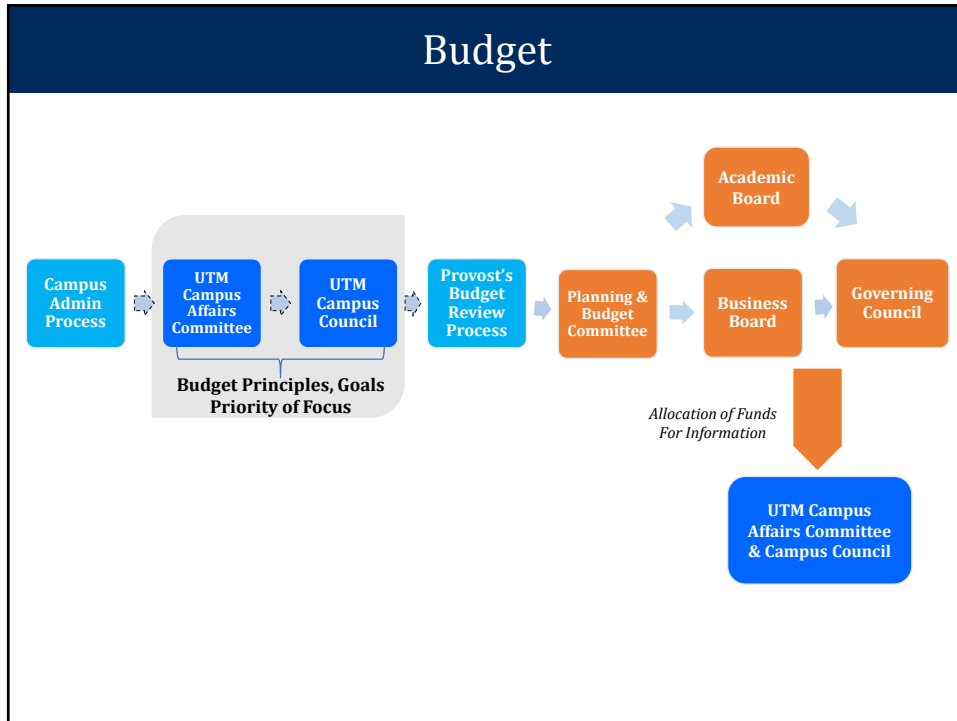


Compulsory Non-Academic Incidental Fees



Ancillary Budgets





- ## How is all of this accomplished ? The Secretariat
- Facilitate governance process with neutrality
 - Act as expert resource to members and administration
 - Ensure that documentation and Cover Sheets are complete
 - Maintain the Calendar of Business
 - Support the Chair and the Committee
 - UTM Director of Governance – Cindy Ferencz-Hammond
 - UTM Committee Secretary – Mariam Ali

Member Resources

- <http://uoft.me/OrientationResources>
- Quick access to frequently used member resources (membership lists, assessors, Calendar of Business, schedules, TOR, governance portal, principles of good governance)

Questions ?

UNIVERSITY OF TORONTO MISSISSAUGA

Campus Snapshot

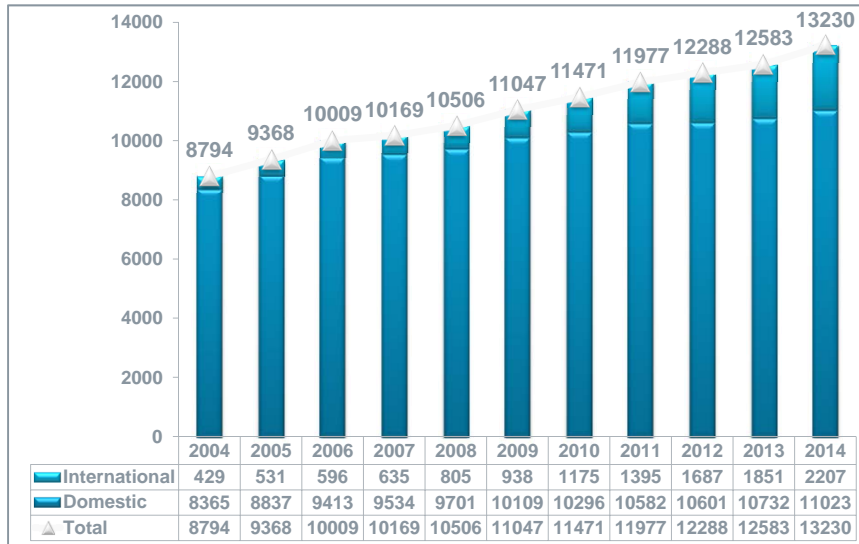
Campus Council Meeting
October 8, 2014



BOUNDLESS

**STUDENTS
FROM MORE
THAN 125
COUNTRIES**

TOTAL HEAD COUNT (INTERNATIONAL & DOMESTIC) 2004-2014



*DATA UPDATED SEPT 9, 2014

PERCENTAGE OF INTERNATIONAL IN TOTAL NEW INTAKE 2006-2014



*DATA UPDATED SEPT 9, 2014

FACTS & FIGURES

- 15 Distinct Academic Departments
- Institute of Communication, Culture, Information and Technology
- Institute for Management & Innovation
- Mississauga Academy of Medicine

145 PROGRAMS and 88 AREAS of STUDY

- Nearly 14000 students (undergraduate + graduate) (top 1/3rd of Canadian universities)
- Over 2000 full-time & part-time employees, including 857 permanent faculty & staff

OVER 47000 ALUMNI

U of T is ranked first in Canada for its research - UTM is a vital part of that success

- 225 acres; nearly 2.5 million gsf of built space
- 21 academic and administrative buildings plus 9 residence complexes

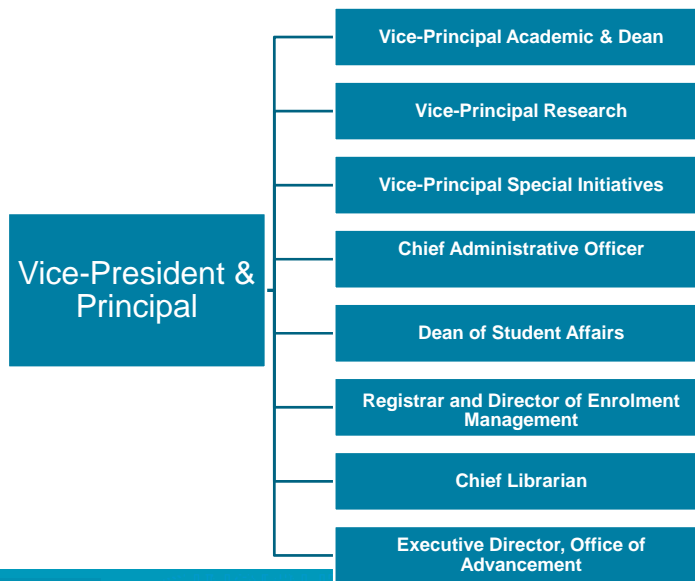
TOTAL REVENUE \$224M

NET OPERATING BUDGET: \$168M (+\$35M IN ANCILLARIES & STUDENT SERVICES)

5



Senior Administration



INNOVATION COMPLEX (IMI +)



DEERFIELD HALL





ADMINISTRATIVE ASSESSORS SUMMARY OF RESPONSIBILITIES AND HIGHLIGHTS FOR 2014-15

Prof. Deep Saini, Vice-President & Principal, Voting Assessor, Campus Council

The Vice-President and Principal (VP&P) is the chief executive officer of the University of Toronto Mississauga, whose role is to provide overall leadership, particularly in the areas of academic and campus planning, student, faculty and staff affairs, budgeting and fiscal management, internal and external relations, and fundraising. The role of VP&P is integrative in nature, crossing and bringing together various portfolios to advance the mission of the University of Toronto Mississauga specifically, and the success of the University of Toronto generally. The VP&P reports to the President of the University of Toronto on matters of overall campus management and external relations, and to the Vice-President and Provost on academic matters. The VP&P is also a member of the University's senior executive team, and as such participates with the President and other Vice-Presidents in the overall administration of the University of Toronto.

The VP&P leads the senior administration team – “the Principal’s Table” – at the University of Toronto Mississauga. The team includes the Vice-Principal Academic & Dean, Vice-Principal Research, Vice-Principal Special Initiatives, Chief Administrative Officer, Dean of Student Affairs, Executive Director of Advancement, Registrar & Director of Enrolment Management, Director of Marketing & Communications, and Chief Librarian. In addition, the Equity & Diversity Office for the campus also reports to the VP&P.

Prof. Amy Mullin, Vice-Principal, Academic and Dean (VPA), Non-Voting Assessor, Campus Council

The role of the Vice Principal and Academic with respect to campus governance includes oversight of the academic departments, engaging in periodic external review of those departments, and evaluating and supporting their plans for curricular innovations, along with developing initiatives that support the research, teaching and learning on our campus.

In the 2014-15 academic year, the Office of the Dean will sponsor new programs, program closures, development of additional combined programs, and the introduction of new courses to serve our existing programs. Most of these items sponsored by the Office of the Dean will be submitted for Academic Affairs Committee consideration. The planning and resource implications of the establishment, termination or restructuring of academic units and proposals for Extra-Departmental Units are within the responsibility of the Campus Affairs Committee and will be submitted to this committee.

Paul Donoghue, Chief Administrative Officer (CAO), Non-Voting Assessor, Campus Council

The Chief Administrative Officer is responsible for providing leadership to a broad range of non-academic functions in support of UTM's academic mission of teaching, research and scholarship. Principal areas include: budgeting, finance and accounting; parking & transportation; facilities management & planning; capital construction; information and instructional technology; human resources; hospitality & retail operations; occupational health & safety; and, security and emergency management. The CAO also supports the VP & Principal, Principal's Table and academic colleagues in the design and implementation of new initiatives.

As an administrative assessor to the Campus Affairs Committee, the CAO will be sponsoring UTM's integrated, 5-year financial plan and operating budget for 2015-16 (including ancillary operating plans/fees); the multi-year capital plan; and, several major capital project reports during the 2014-15 academic year.

Key objectives include:

- Ensuring that UTM continues to meet its fiscal objective of balanced budgets during a period of enrolment/facilities expansion and continuing to develop break-even fiscal strategies in response to changing financial constraints and evolving priorities/new initiatives.
- Managing, from planning to completion, major capital projects arising from UTM's multi-year construction plan, ensuring all projects are completed on-time and on-budget.
- Continuing to raise the bar for professionalism among UTM staff based upon the principles of tolerance and mutual respect with a focus toward customer service and the public image of UTM.



Undergraduate
Commerce Society

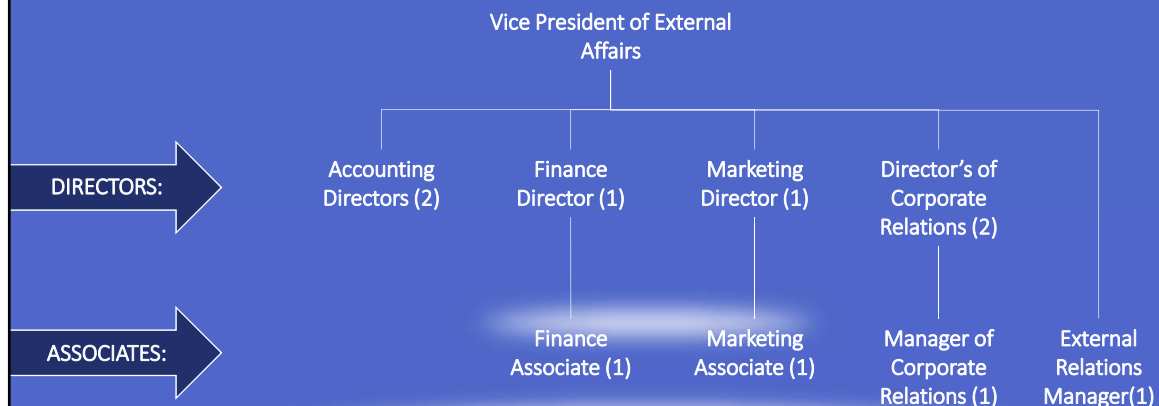
Professionalism
Integrity
Excellence





Team External Coverage

UCS: Team External – Team Structure



UCS: Team External – Mission:

Mission:

To create value for commerce students through creating opportunities for professional development, networking with students, industry professionals, respected faculty, and esteemed alumni, campus recruitment, competitive recognition, and more – with a predominant focus on delivering student value through fostering mutually beneficial relationships with external stakeholders.

UCS: Team External – Vision & Goals:

1. Increase sponsorship efforts in accommodating the UCS to this new environment (Big 3, CPA) and to reduce funding reliance on the Dept. Of Mgt.
2. Focus on maintaining quality over quantity for events and initiatives.
3. Foster relationships with new sponsors to reduce sponsorship volatility and reliance on few key relationships.
4. Cost reduction: Keeping costs in-line with the downward sponsorship trend.
5. Partner with like-minded academic societies and clubs on campus, with the purpose of:
 - Reducing redundancies – especially costs & cost requests to the Dept. Of Mgt.
 - Increasing the value-added offerings our society can provide to external sponsors, which should help increase sponsorship results.
 - Monopolizing opportunities for external stakeholders to gain involvement with undergraduate business students at UTM, thus improving our bargaining power.

UCS: Team External – Fall Event List

Completed Events:

- Wine and Cheese Sponsorship Appreciation Night
- Big 3 Accounting Volunteer Events
- Big 3 Mock Interviews
- Big 3 Info Sessions / Workshops

Future Events – Fall:

- Breaking Into Marketing
- Breaking Into Finance
- CPA Info Session OR Career Panel
- Finance Speaker Series 1 & 2
- Ready, Set, Market Case Competition

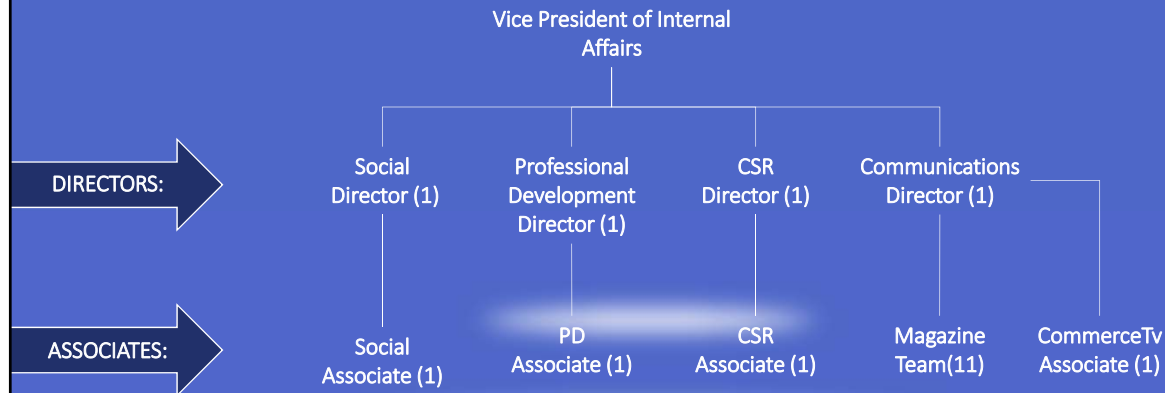
Possible Additions (Fall or Winter)

- Mosaic Marketing Mock Interviews
- Marketing Career Panel or Speaker Series



Team Internal Coverage

UCS: Team Internal- Team Structure



UCS: Team Internal- Mission:

Mission:

To provide our fellow students with events and initiatives that deliver an enriching and well rounded University experience. The internal portfolio will create a space for students to grow professionally, be able to enhance their social skills, and connect with the world around them – all while developing the Branding of UCS and its stakeholders.

UCS: Team Internal– Vision & Goals:

1. Expand Branding efforts, with an increased effort to promote and develop our CSR activities
2. Focus on maintaining quality over quantity for events and initiatives.
3. Develop relationships with incoming Commerce students, and demonstrate to students that UCS is a welcoming and safe environment
4. Provide a wider variety of Social events, that might appeal to different demographics of UCS students.
5. Providing greater student satisfaction, and measuring that satisfaction through concrete metrics.

UCS: Team Internal– Fall Event List

Completed Events:

- Bizfrosh
- Mentorship Social
- Advanced Mentorship Ceremony
- The Executive (Issue 1)

Possible Additions (Fall or Winter)

- Pink Ribbon Pub Night
- Colloquial Social events

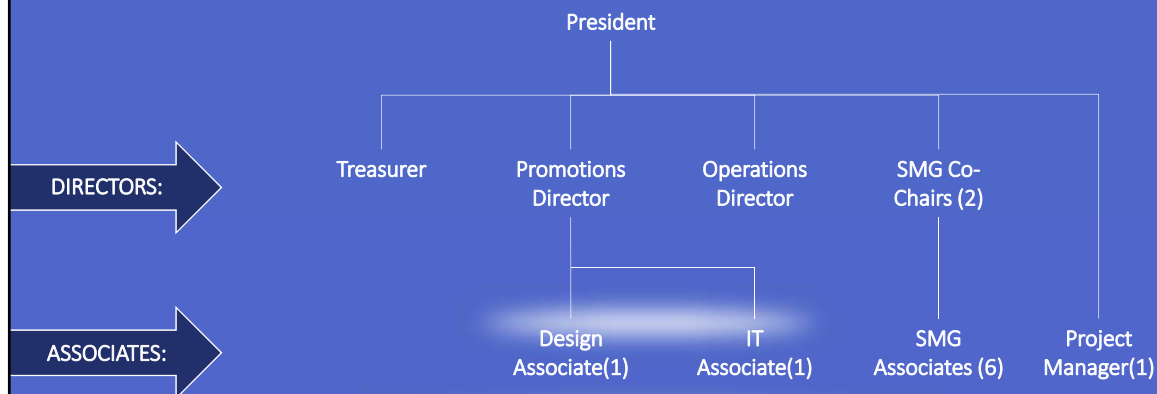
Future Events – Fall:

- The Executive (Issue 2)
- Commerce TV
- Dodge for the Cure
- FasTrack Sessions
- Run for the Cure
- Fair for Hope
- Business Banquet



Presidential Team Coverage

UCS: Presidential – Team Structure



UCS: Presidential Team– Mission:

Mission:

To create the structure and support system our fellow Peers and Council members need to find success, and develop both professionally and personally. We are committed to ensuring success for our whole council, who will in turn find success for not only our students, but our many stakeholders as well.

UCS: President. Team– Vision & Goals:

1. Providing support and assistance smoothly with specialized tasks that many of our Council members will need assistance with.
2. Focus on ensuring accountability for tasks in which multiple directors are responsible
3. Creating events that are consistent with the needs of our fellow council members (Project Manager)
4. Helping the Members of UCS grow into capable leaders, to:
 - Have Associates grow into future Directors- This will be achieved through a restructuring of our hiring of Associates
 - Our Directors grow into Senior Execs- This will be achieved through Performance Matrix and Performance Review meetings
 - Having UCS members grow into successful professionals/Alumni

Event Highlight: BIZFROSH

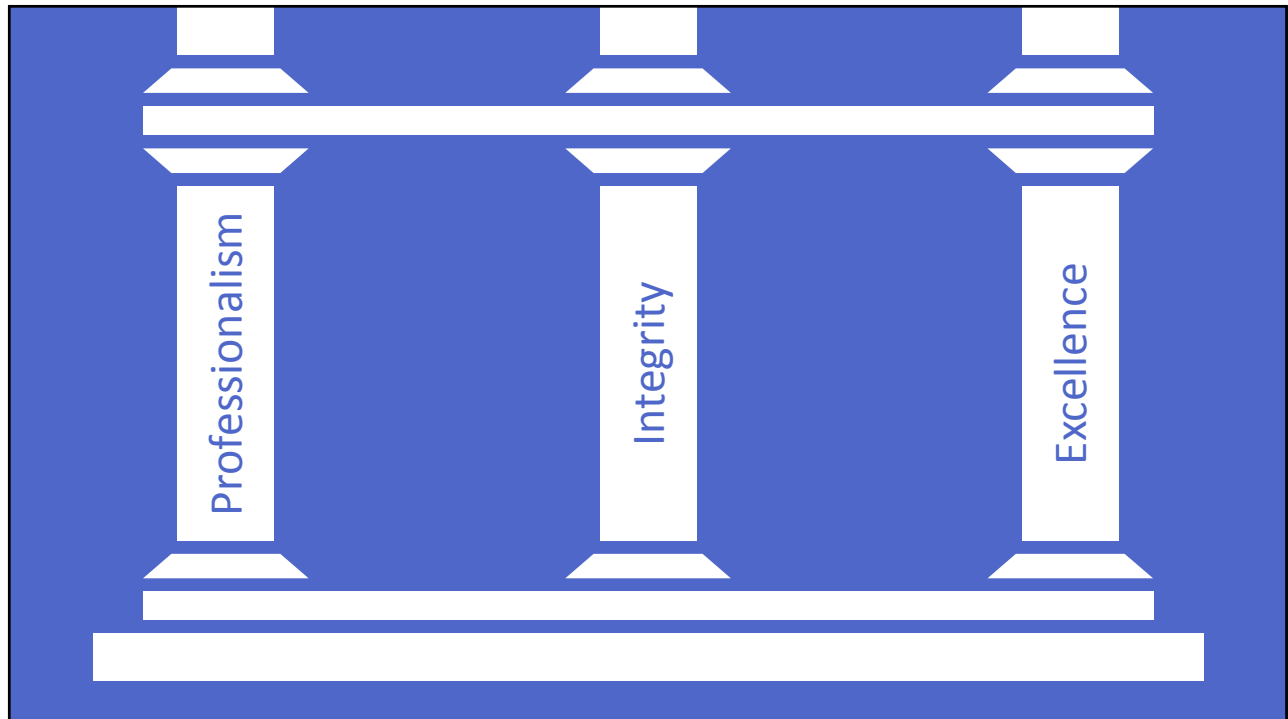
- An orientation event where Business students can connect with their peers and upper year students
- Held at Camp Muskoka, it is often one of UCS's most well received events
- Over 150 students attend the event every year
- A commitment to Reinvention: tailor the event exclusively to 1st and 2nd year students.

Event Highlight: Ready Set Market

- An annual case competition that highlights the skills students need to succeed in the business and marketing world
- Last year 16 teams participated, this year we hope to grow the competition in terms of both the number of delegates and sponsors
- Partnership with SMA
- A commitment to Innovation: this event caters specifically to a segment of the commerce population that was being underserved

Event Highlight: Show Me The Green

- The 8th annual conference will be held this March, in the Instructional Building
- The conference is built upon the unique idea to blend environmental sustainability and economic feasibility
- A highlight for students, faculty and our sponsors
- A commitment to growth: the event has consistently and constantly been growing, and this year will see our highest attendance yet





Campus Council October 8, 2014

Prof. Amy Mullin, VP Academic & Dean

Office of the Dean:
Responsibilities & Academic
Planning



Office of the Dean

- VP Academic and Dean Prof. Amy Mullin – Philosophy
- Vice Dean Undergraduate Prof. Kelly Hannah-Moffat - Sociology
- Vice Dean Graduate – Prof. Robert Reisz – Biology
- Assistant Dean – Ms. Lynn Snowden



**Academic Plan Goal:
Improving faculty: student ratio**

- Hiring new faculty
- Ratio of faculty: students
- Length of Searches
- Central support



2013-14 Faculty Hires

- Across disciplines
- Types of hires
- Academic Areas



Faculty hires by the numbers

- 25 confirmed new hires
- 10 searches unsuccessful or postponed
- 11 of the 35 searches were to replace faculty (retirements or resignations)



Academic Plan Goal: Increase investment in research infrastructure

- Significant investments in research infrastructure:
 - research laboratories
 - start up funds



Academic Plan Goal: coordinated approach and increased support for pedagogical innovation and instructional technology

- Active Learning Classrooms (ALC's)
- Director of Teaching and Learning Andrew Peterson
- Robert Gillespie Academic Skills Centre (RGASC)
- CTSI and HMALC, Course Design Institute
- Events for sharing pedagogical experiences and best practices
- Analysis of instructors' performance in the classroom



Academic Plan Goal: Expand programming to support student transition to university and skills development

- Robert Gillespie Academic Skills Centre: (RGASC)
 - HeadStart
 - Facilitated Study Group (FSG) program
 - RGASC workshops and individual appointments



Writing Skills Support

- Funding for Writing initiatives
- RGASC individual appointments for students
- New full-time faculty member for English Language Learning
- Increased funding for more RGASC instructors – individual consultations



Academic Plan Goal: Programming to support student transition to university studies

- First Year Student Transition – *utmONE*
- Non-credit *utmONE* Connect
- **Additional Offerings:**
- Peer counselling (ConnectNOW)
- For credit courses
- New utmONE Scholars Seminars
- Program for Accessing Research Training (PART)



International Student Support

- ACE @ UTM (Academic Culture and English)
- RGASC
- utmONE (connect ONE)
- International Student Centre
- Global Connect
- Student Life supports
- Residence Life supports
- Office of the Registrar Advising Supports



Academic Plan Goal: Interdisciplinary sector-specific business education

- Institute for Management and Innovation (IMI)
- Professional Masters programs and IMI
- Master of Science in Sustainability Management (MScSM)
- IMI and Undergraduate Programs



Academic Goal: Increase research intensive and experiential learning opportunities. More support for our community outreach activities.

- Community Outreach Coordinator
- Experiential Learning
- Collaborating with:
 - Alumni Affairs
 - Career Centre
 - Departments
 - Library



Experiential Learning – Learning by Doing

- Experiential learning Courses
- Extent and Range of opportunities
- Internships in Professional Masters Programs
- Largest number of Research Opportunity Programs (ROPs) to date



Academic Goal: Better spaces and increased services for learning and research

- Space allocation for academic purposes
- Investments in classrooms and study space: ALCs
- Planning for phase 2 of the North Building
- Identifying academic needs and priorities: incorporation into capital plans



Other Decanal Responsibilities

- Timetables and Course offerings
- Dean's Excellence Awards (for faculty)
- Student academic societies
- Excellence awards for undergraduate academic performance and research
- Supporting students at risk
- Student code of conduct



Academic Human Resources

- Beyond complement planning and hiring
- Third year reviews, tenures, promotions and grievances
- Collective agreements and policies regarding faculty, sessionals, TAs, postdocs, research associates



Academic Integrity

- Handle all cases that involve assignments worth more than 10% or in which the student does not admit guilt
- Dean's designates
- Academic Tribunal
- Prevention Measures and Education



Tri-campus Relations

- Participation in Tri-campus committees and Governance
- Examples



Support for Curricular Change and External Reviews

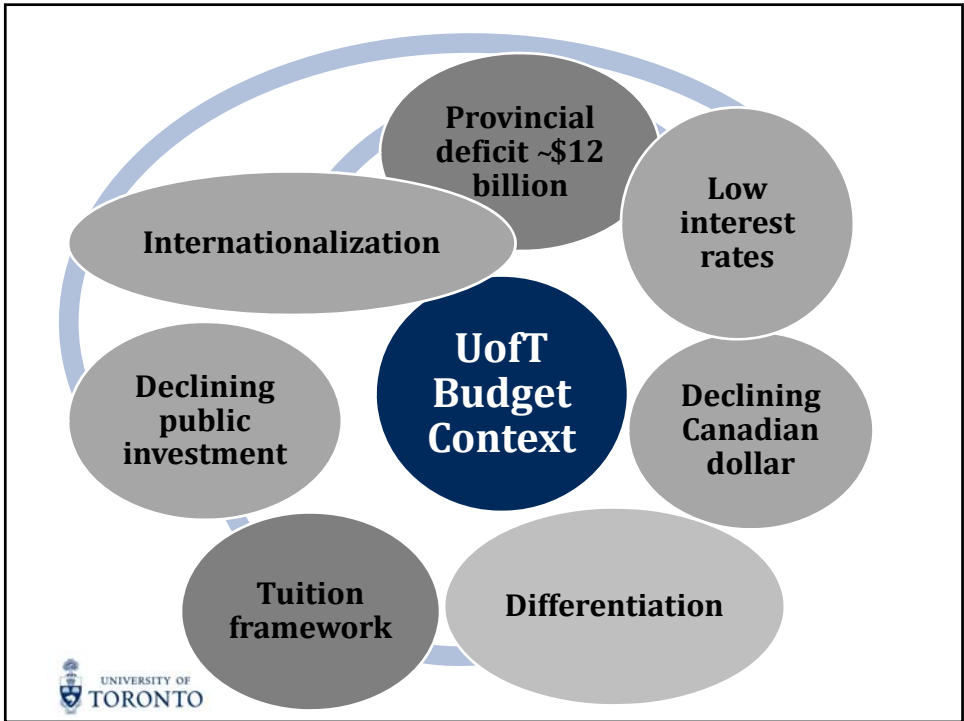
- Program and Curriculum Officer
- Extra Departmental Units (EDUs)
- External reviews in 2014-15
- Research Analysis in support of external reviews, curricular renewal and resource allocation



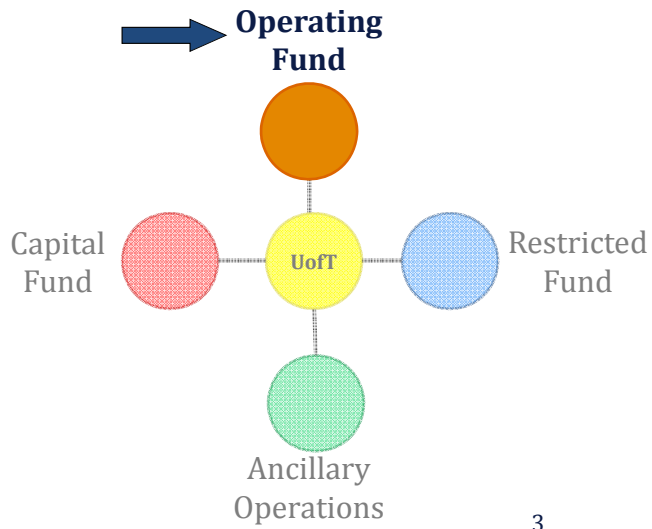
Chair and Director searches

- Searches for new unit leaders
- Six new departmental chairs in 2013
- Six searches in 2014-15
- *Department leaders and the faculty and staff within departments are the most important source of innovations and ideas to improve our students' academic experience*



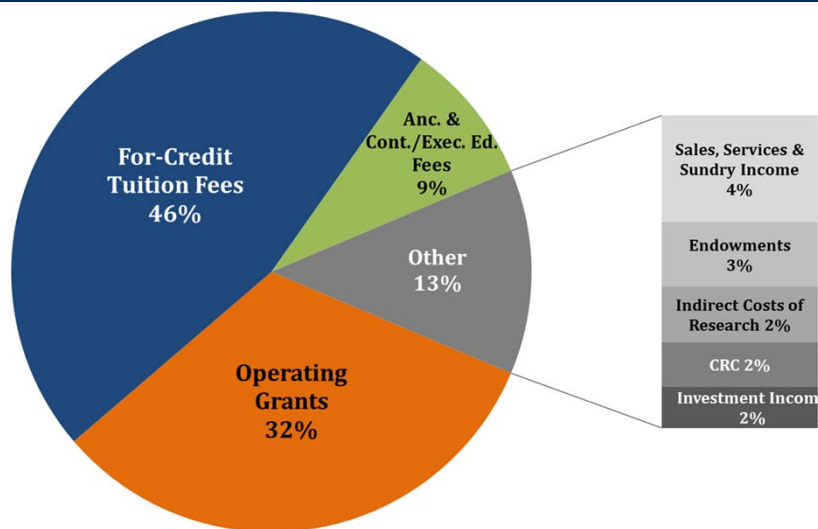


The 4 Funds

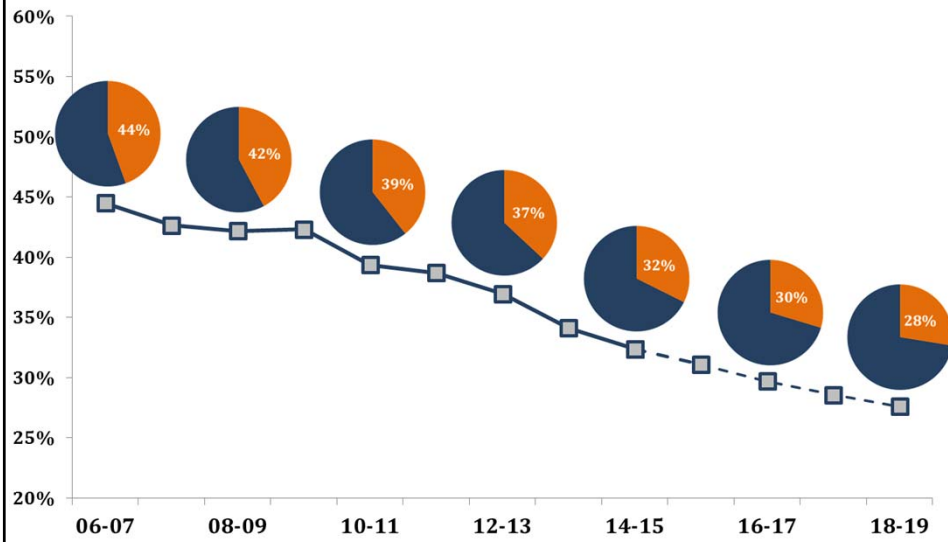


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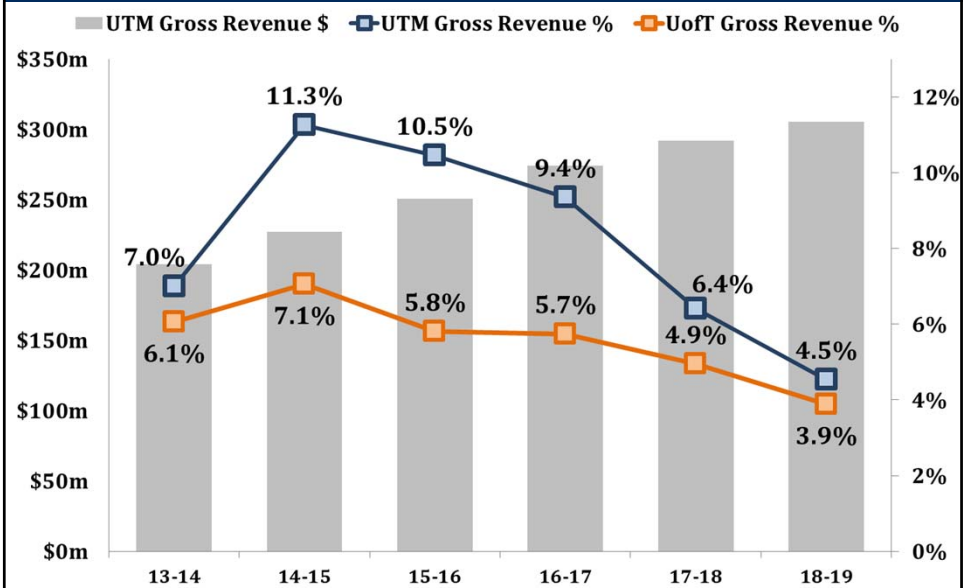
2014-15: a Balanced Budget Revenue \$2.0 billion



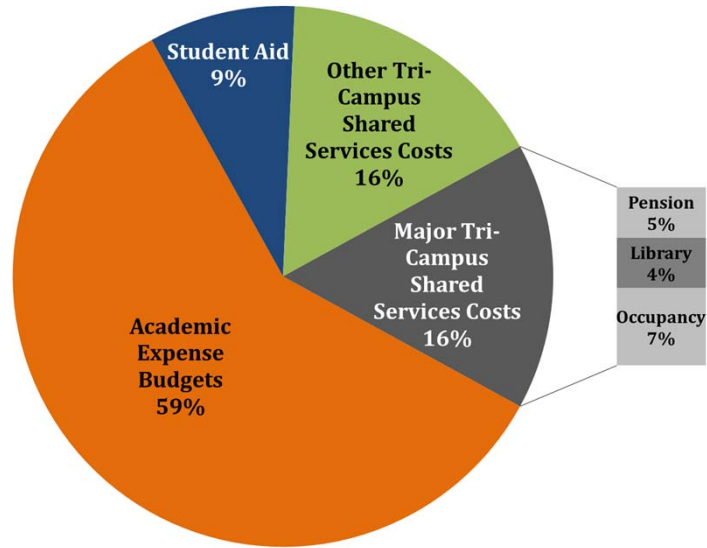
Provincial Operating Grant as a Share of Total Operating Revenue



Revenue Growth at UTM



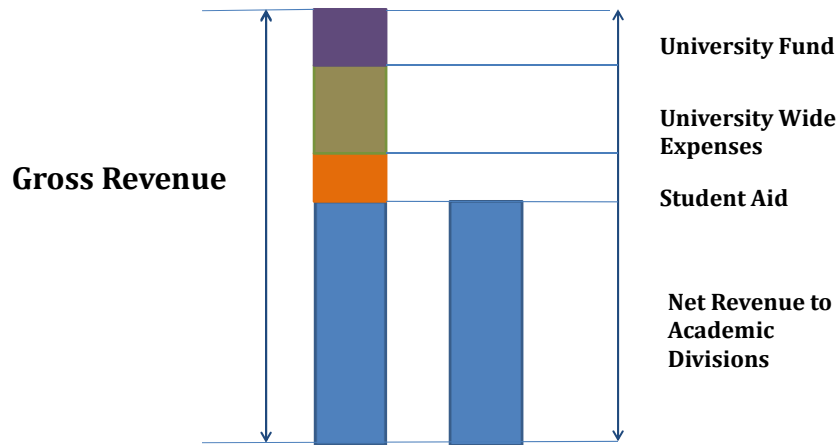
2014-15 Expenditure \$2.0 billion



Structural Budget Challenge at Steady State

	Share of Total Revenue / Expense	Avg Incr
Operating Grants	36.1%	0.0%
Tuition Fees (Domestic)	27.9%	3.0%
Other Revenue & Recoveries	21.7%	1.8%
Tuition Fees (International)	14.3%	9.2%
Weighted Avg Rev Increase		2.6%
Compensation	67.7%	5.0%
Other Expenses	23.3%	2.0%
Student Aid	9.0%	2.7%
Weighted Avg Exp Increase		4.1%
STRUCTURAL DEFICIT		-1.5%

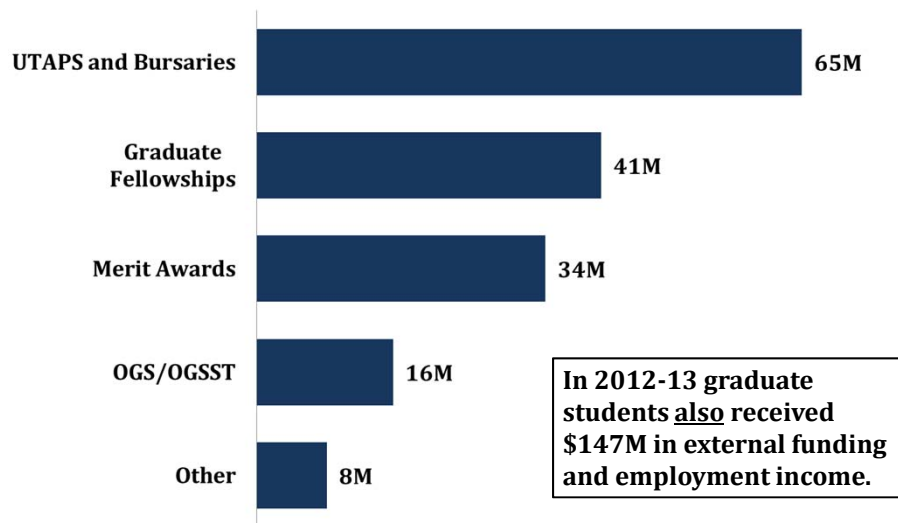
Net Revenue to Academic Divisions



University Fund

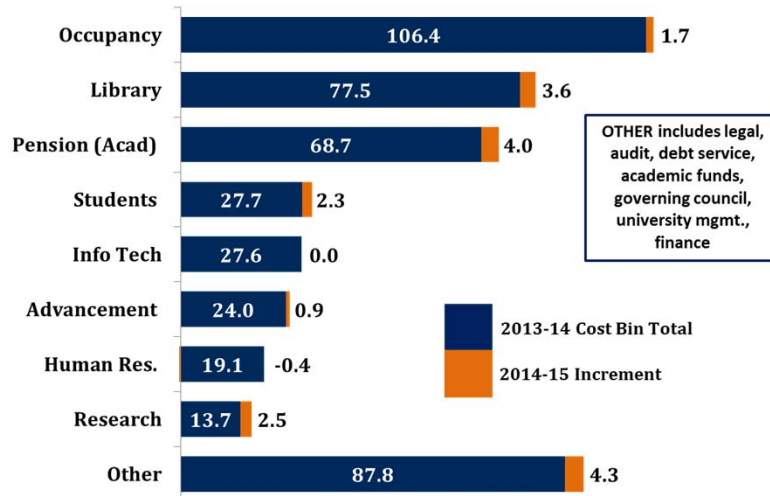
- Created by a 10% deduction from gross revenues, excluding segregated funds
- Intended to strengthen quality and provide stability, consistent with academic priorities
- Allocations based on academic plans and institutional priorities; not tied to revenues and costs

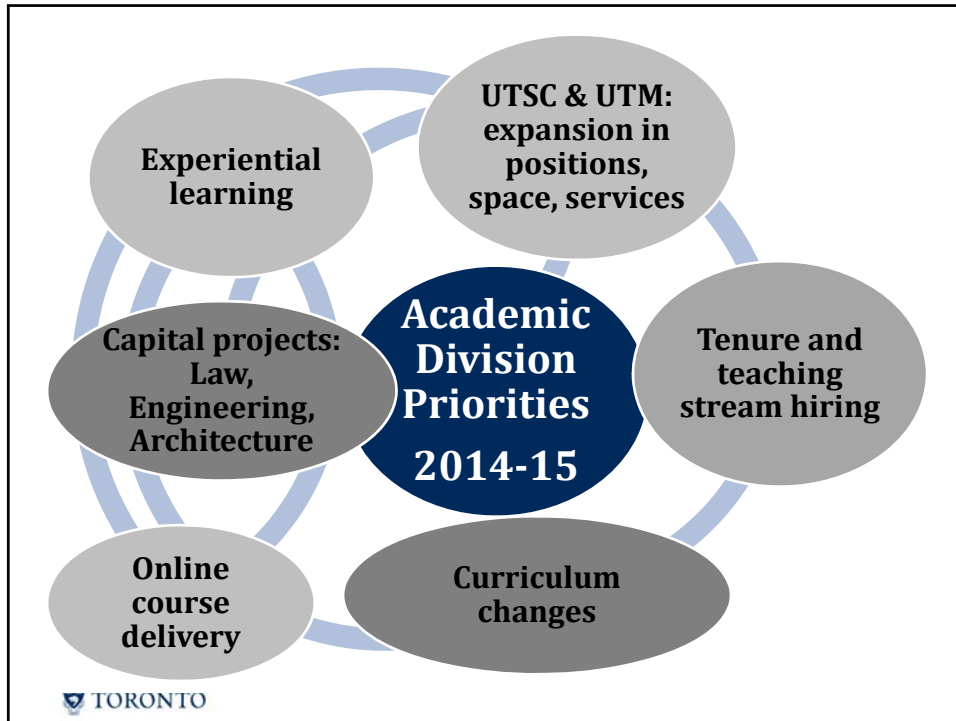
University of Toronto Student Assistance 2012-2013 Total = \$164M



University Wide Costs by Bin 2013-14 to 2014-15

(excluding Federated Block Grant)





University Fund Allocations 2014-15 \$10.5M

- \$4.0M OTO capital matching for UTM and UTSC
- \$3.3M tri-campus A&S tuition framework relief
- \$1.0M expansion of UCDF
- \$0.8M matching funds for Music student levy
- \$0.6M for ongoing grad expansion success in APSE
- \$0.25M for program expansion in Dentistry
- \$0.55M net adjustments to prior year

A blue-tinted image of a globe showing the Americas, with a dark blue horizontal bar overlaid in the center.

2014-15 CAMPUS BUDGET

UTM 2014-15 Budget (in \$ millions)

Tuition and Grant revenue	\$218.7
Investment and other income	<u>6.0</u>
Subtotal	\$224.7
University Fund Contribution (10%)	(22.4)
Other attributed revenue (net)	1.8
University-wide costs	(33.0)
Student Aid	(9.8)
University Fund Allocation	6.5
Other adjustments	<u>0.1</u>
"Net revenue" to UTM	\$167.9



2014-15 University-Wide Costs for UTM

Student-related UWC	\$20.4M
Faculty-related UWC (incl. Pension)	\$10.6M
Research-related UWC	\$1.5M
Other UWC	\$0.5M
Total University-Wide Costs	\$33.0M

UTM Must Also Fund Costs as a Campus

Campus Cost	2013-14
Occupancy	\$ 16.1M
Library	5.8M
Student Life	1.8M
Admin, Finance and HR	1.9M
Information Technology	0.5M
Total	\$ 26.1M

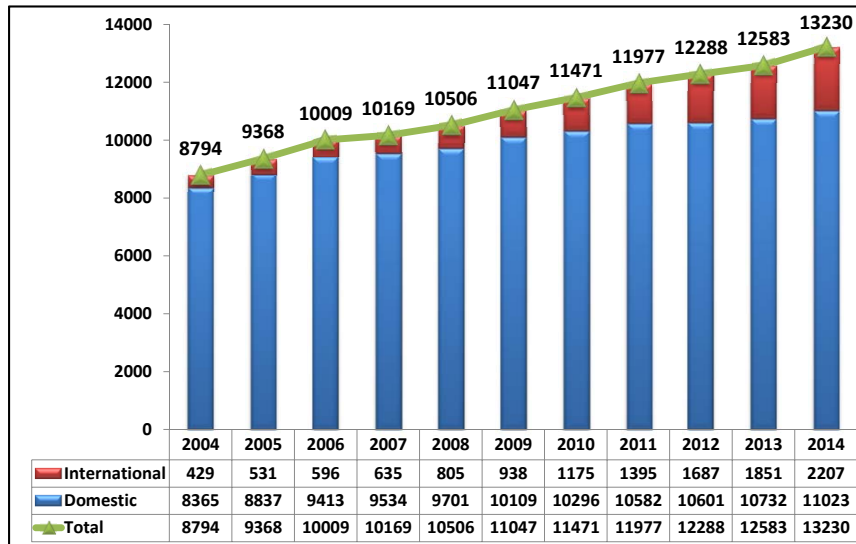
UTM 2014-15 Budget (in \$ millions)

"Net revenue" to UTM	\$167.9
Divisional revenue & recoveries	29.2
Compensation (excluding self-funded student services)	(119.4)
Mortgages	(4.0)
UTM deficit repayment	(3.0)
Utilities	(5.7)
Self-funded student services (including compensation)	(16.4)
Renovations and capital projects	(19.1)
Library acquisitions	(1.5)
New faculty start-up funding	(2.9)
Deferred maintenance	(1.0)
Other supplies and services	<u>(24.1)</u>
Net result	-

Capital Debt Carried on Operating (\$47.3 + \$17.0)

<i>Existing Debt:</i>	<i>(original principal)</i>
Recreation, Athletics and Wellness Centre	\$16.0
Davis - Phase 1	5.8
Sidney Smith Patio	3.1
Alumni Gates	1.2
Chiller	1.4
Library - long term	1.1
Alumni House	1.0
Terrence Donnelly Health Science Complex	8.2
UTM CCIT Building	2.5
UTM Wellness Centre Match	7.0
Total	\$47.3
(Balance at April 30, 2014 = \$36.6)	
<i>Approved Debt:</i>	
Deerfield Hall (Fall, 2014)	\$17.0

Total Head Count (International & Domestic) 2004-2014



*DATA UPDATED SEPTEMBER 9, 2014

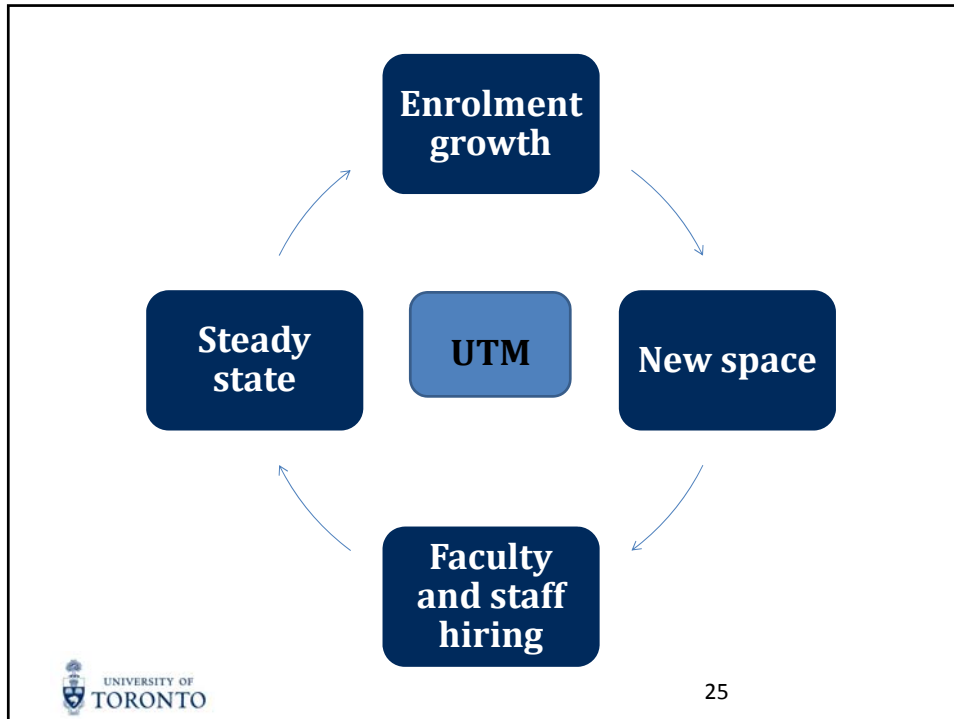
2013-14 UTM Graduate Enrolment

Degree Type	2013-14 FTE	Projected 2018-19
Professional Masters	309	394
DS Masters *	158	n/a
PhD *	63	n/a
Total	530	

* As per self-declared code in student system

Longer Range View of Undergraduate Tri-Campus Enrolment

FTE	2013 Actual	2018 Plan	Increase (Decrease)
UTM Undergrad	10,642	12,895	2,253
UTSC Undergrad	9,680	11,539	1,859
St G Undergrad	37,205	36,979	(226)
Total UG	57,527	61,413	3,886



Challenges & Pressures

- Declining Provincial support
- 'New' Tuition Framework
- Softening of demand, province-wide
- Retain enrolments + moderate growth
- International enrolment risk
- Structural budget challenge

Conclusion

- “Decisions Matter” (SM)
- Requires:
 - Sound yet adaptable strategy
(e.g. by 18/19 → TF = \$10.3M/ PD = \$9.0m)
 - Disciplined approach to prudent fiscal management