

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

**REPORT NUMBER 11 OF THE CAMPUS AFFAIRS COMMITTEE**

**March 25, 2015**

To the University of Toronto Scarborough Campus Council, University of Toronto Scarborough

Your Committee reports that it met on Wednesday, March 25, 2015 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

**Present:**

Ms Sue Graham-Nutter, Chair  
Professor Bruce Kidd, Vice  
President & Principal  
Mr. Andrew Arifuzzaman, Chief  
Administrative Officer  
Ms Erin Bradford  
Ms Kathy Fellowes  
Ms Teresa Gomes  
Dr. Brian Harrington  
Mr. Kamal Hassan  
Professor Ken W.F. Howard  
Professor Ping-Chun Hsiung  
Professor Sohee Kang  
Ms Lydia V.E. Lampers-Wallner  
Ms Permjit (Pam) Mann  
Ms Kirsta Stapelfeldt  
Mr. Larry Whatmore  
Dr. Helen Wu

**Secretariat:**

Mr. Louis Charpentier  
Ms Amorell Saunders N'Daw  
Ms Rena Parsan

**Regrets:**

Dr. Jonathan S. Cant  
Dr. Tarun Dewan  
Professor William Gough  
Professor Rick Halpern  
Ms Hannah Yukari Hori  
Ms Jessica Paulina Kirk  
Mr. Hussain Masoom  
Ms Helen Morissette  
Mr. Russell Polecina  
Mr. Desmond Pouyat  
Ms Charmaine Louise C. Ramirez  
Mr. Mark Henry Rowswell  
Ms Tammy Tennisco  
Ms Frances Wdowczyk  
Dr. Erin L. Webster

**In attendance:**

Ms Liza Arnason, Director, Student Life  
Mr. Gary Pitcher, Director, Campus Safety, Issue and Emergency Management  
Ms Michelle Verbrugghe, Director, Student Housing & Residence Life  
Ms Lesley Lewis, Assistant Dean

**1. Chair's Remarks**

The Secretary of the Committee, Ms Amorell Saunders N'Daw, asked the Committee if they were in agreement with allowing Ms Kathy Fellowes, Chair of the UTSC Academic Affairs

Committee, to serve as Chair *pro tempore* while Ms Sue Graham-Nutter, Committee Chair, was delayed. On agreement, Ms Fellowes welcomed members and guests to the meeting, and introduced Mr. Larry Whatmore, who participated by teleconference. She reported that the primary focus of the meeting was on the UTSC campus operating budget and the allocation of funds.

## **2. Assessors' Reports**

There were no reports from the Assessors.

## **3. Strategic Topic: Our Growing Campus- Security Implications**

The Acting Chair introduced Mr. Andrew Arifuzzaman, Chief Administrative Office, and invited him to present<sup>1</sup> the strategic topic. Mr. Arifuzzaman spoke to the physical growth of the campus since 2008. Given the considerable growth, questions had been raised about the security implications. He invited Mr. Gary Pitcher, Director, Campus Safety, Issue and Emergency Management, to update the Committee on strategies and resources that addressed these concerns. Mr. Pitcher's overview included the following key points:

- **A focus on people and presence** - There were plans to introduce more Special Constables and Building Patrollers. It was reported that when the Environmental Science and Chemistry Building (ESCB) opened, it would include a second Campus Police office in that building as part of an overall safety and security strategy for the north campus.
- **Incorporating Technologies** - Plans for a new voice broadcast system would be implemented along with continued improvements to the telephone call poles on campus.
- **Environmental Design** – Ongoing efforts were being made to design spaces that were open, well lit, and mindful of pedestrian activity.

The Chair<sup>2</sup> thanked Mr. Arifuzzaman and Mr. Pitcher for their presentation to the Committee.

## **4. UTSC Campus Operating Budget: Allocation of Funds**

The Chair reported that the University's annual budget process, including the allocation of funds, was a complex and participatory process involving extensive consultation and information sharing. She introduced and invited Professor Scott Mabury, Vice-President, University Operations and Ms Sally Garner, Executive Director, Planning and Budget, to present<sup>3</sup> the UTSC Campus Operating Budget: Allocation of Funds to the Committee. The presentation addressed the following themes: Budget Context 2015, Enrolment, Revenue and Expense Projections, University Fund Allocation, and Student Financial Support. The major

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<sup>1</sup> Strategic Topic: Our Growing Campus- Security Implications

<sup>2</sup> Ms Sue Graham-Nutter assumed the Chair.

<sup>3</sup> UTSC Campus Operating Budget: Allocation of Funds

points from each theme were as follows:

- **Budget Context 2015-** The 2015 budget was influenced and impacted by: provincial differentiation policy, internationalization, domestic tuition cap, entrepreneurship, changing technology, \$12.5B provincial deficit, public sector wage restraint, and interest and exchange rates.
- **Enrolment-** The institutional enrolment results for 2014-15 showed growth in undergraduate and graduate enrolment. Results for the year showed negative variances when compared to targets for domestic undergraduate and masters students, but overall the results were very close to the projected targets. At UTSC, undergraduate enrolment growth was projected to be about twenty percent by 2019. With the recent growth at UTSC there had been a positive trend in entering averages for undergraduate students. The current percentage of international undergraduate students at UTSC was eighteen percent.
- **Revenue and Expense Projections-** University operating revenues of \$2.16B for 2015-16 were reported to be primarily generated from: student fees and the provincial operating grants. Concerns were raised due to a majority of the revenue being generated from student fees and operating grants. In 2014-15, international tuition accounted for close to twenty-seven percent of all revenues generated. It was highlighted that heavy reliance on international student fees as a major source of revenue could bring additional risk should those enrolment figures decline. Comparable institutions in the United States generated close to forty percent of total revenue from “other” revenue, however those institutions received more funding for the indirect costs of research. Specific expense concerns were related to compensation and special pension payments.
- **University Fund (UF)-** The 2015-16 University Fund (UF) of \$10M base and \$4M OTO (one time only payments) were distributed by themes related to teaching excellence, research excellence, internationalization, and structural and budget support. Through the UF, UTSC was allocated two faculty positions and one staff position. UTSC also had a prior year OTO UF commitment of \$2M for 2015-16 for capital matching.
- **Student Financial Support-** In 2013-14 \$176M was distributed in student financial aid with the majority of funding given out in the form of University of Toronto Advance Planning for Students (UTAPS) and bursaries. \$256M in financial support had been distributed to graduate students with the majority of funding from research stipends and employment income. Funding for graduate students varied across divisions, but the University’s commitment was that it be no less than \$15K plus tuition and fees, while the average was \$435K in 2012-13. The net tuition (defined as tuition paid by the student after deducting University of Toronto bursaries and Ontario Student Assistance Program (OSAP) bursaries) paid by OSAP- eligible undergraduate students was approximately twenty-two percent of the posted rate.

In summary, Professor Mabury reiterated that the provincial grant continued to decline as a source of revenue while tuition from international tuition was increasing, and that the University of Toronto continued to perform well given the political and economic climate.

A member asked what the restraints were regarding research funding and Professor Mabury explained that the University of Toronto only received seventeen percent of each research dollar in indirect costs from the government while some comparable institutions in Canada and the United States received close to forty percent.

Professor Bruce Kidd, Vice-President and Principal, commented on the excellent work that had been done in preparing the institutional budget, and expressed appreciation for the addition of specific UTSC information in the presentation. The Chair thanked Professor Mabury and Ms Garner for visiting UTSC to present the information to the Committee.

At this point in the meeting, the Chair provided the Committee with an update from the last meeting of the University Affairs Board that was held on March 17, 2015. She reported that the UTSC Operating Plans: Service Ancillaries and Operating Plans and Fees: Student Affairs and Services were presented to the Board for information. She also reported that an academic presentation was made on the Pan-American and Para Pan American games.

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## **CONSENT AGENDA**

On motion duly made, seconded and carried,

**YOUR COMMITTEE APPROVED,**

THAT the consent agenda be adopted and the item requiring approval (item 5) be approved.

The Chair reminded members that the next scheduled meeting of the Committee was on Wednesday, April 29, 2015 at 4:00 p.m.

**5. Report of the Previous Meeting: Report 10 – Wednesday, February 11, 2015**

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

The Chair advised members of a change that was made to adjust an administrative error to the Health and Wellness portion of the motion for the Operating Plans- UTSC Student Services from the February 11<sup>th</sup> meeting. She reported that the University of Toronto index (UTI) and consumer price index (CPI) fees were inadvertently reversed in the motion presented to the Committee on February 11<sup>th</sup>, and that the error was identified and corrected before being considered for approval at the UTSC Campus Council meeting on March 3<sup>rd</sup>.

**7. Date of the Next Meeting – Wednesday, April 29, 2015, 4:00 p.m. - 6:00 p.m.**

**8. Other Business**

There were no other items of business.

The meeting adjourned at 5:35 p.m.

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Secretary

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Chair



**UTSC** Focus on people and presence



Special Constables and Building Patrollers



New north Campus Police office



**UTSC** Incorporate technologies



Call Poles

Emergency Mass Notification System



Digital Displays



**UTSC** Further develop campus design



Valley Lands



Bridge over Ellesmere



**UTSC** Mission Statement

To support the academic mission of the University, the UTSC Campus Community Police work in partnership with our community:

- To protect persons and property by developing programs and conducting activities that promote safety and security;
- To deliver non-discriminatory, inclusive programs to our diverse community;
- To remain accountable to our community;



**UTSC**

- To provide referral to community services;
- To respond to emergencies and provide assistance to faculty, students and staff;
- To ensure University policies and regulations are followed.



**Discussion**



# University of Toronto Budget 2015

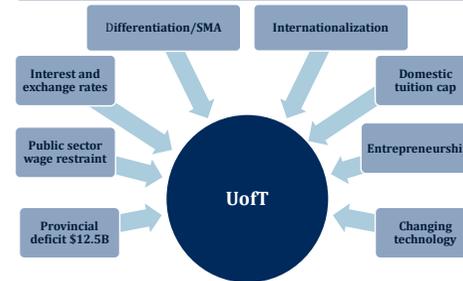
UTSC Campus Affairs Committee  
March 25, 2015



## Overview

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

## Strategic context



## Strategic Mandate Agreement UofT

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

## Enrolment



## UofT enrolment results for 2014-15

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

### Long term tri-campus undergraduate enrolment plans

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

### Divisional undergraduate international plans (HC)

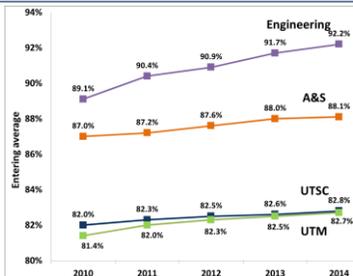
% Int'l	Intake		Total Enrolment	
	2014 Actual	2015 Plan	2014 Actual	2019 Plan
<b>Division</b>				
APSE	35%	32%	26%	27%
A&S	27%	31%	18%	25%
UTM	20%	18%	16%	16%
UTSC	20%	18%	15%	16%

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

### 2014-15 UTSC Undergraduate Enrolment

Area of Study	2014-15 FTE	% International
Arts & Humanities	1,855	11%
Social Sciences	3,007	12%
Management	1,422	35%
Life Sciences	1,284	5%
Other Sciences	2,521	18%
<b>TOTAL</b>	<b>10,088</b>	<b>16%</b>

### Entering averages are increasing



### 2014-15 UTSC Graduate Enrolment

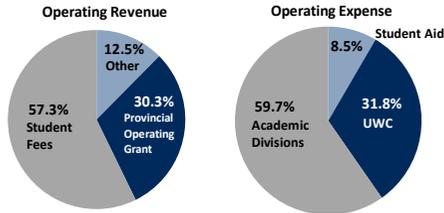
Program Type	2014-15 FTE	Projected 2019-20
Prof Masters (Env. Sci)	87	110
DS Masters UTSC (Psych)	10	10
DS Masters tri-campus *	35	n/a
PhD UTSC (Psych and Env. Sci)	44	79
PhD tri-campus *	92	n/a
<b>TOTAL</b>	<b>268</b>	

\* As per self-declared code in student system

Revenue and expense projections



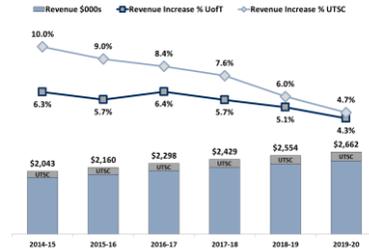
2015-16: a balanced budget at institutional level \$2.16B



2015-16 Operating Budget

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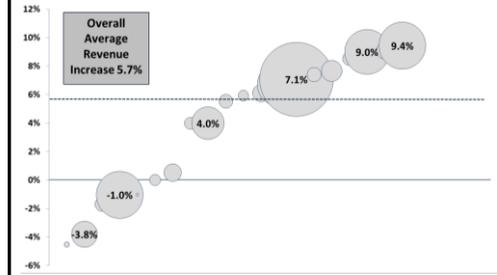
Projected institutional and UTSC revenue growth



2015-16 Operating Budget

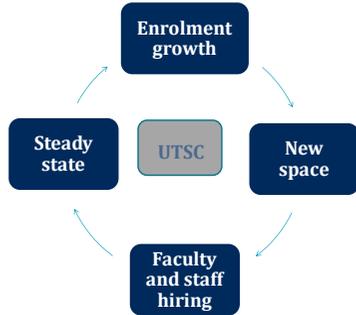
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2015-16 projected revenue growth by division



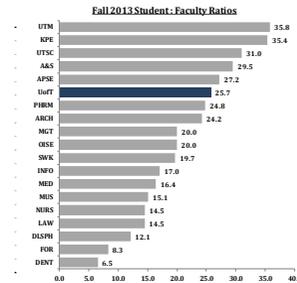
2015-16 Operating Budget

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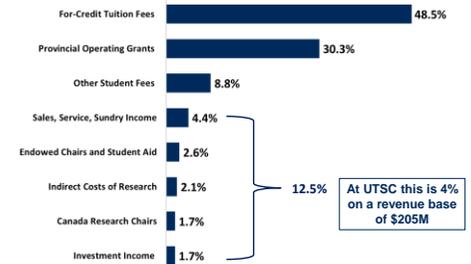
UTSC student faculty ratio is a challenge during growth phase



2015-16 Operating Budget

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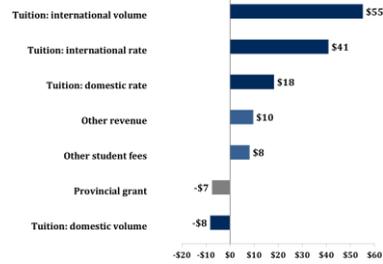
2015-16 sources of operating revenue (\$2.16 billion)



2015-16 Operating Budget

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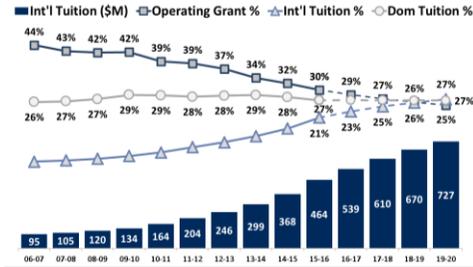
### Sources of incremental revenue 2015-16 (\$117M)



2015-16 Operating Budget

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### International tuition as % of revenue



2015-16 Operating Budget

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### Compensation update

- Context of provincial wage restraint
- Negotiations ongoing with UTFA
- Agreement with CUPE 3902 Unit 3 (sessional instructors) ratified
- USW agreement in place July 1, 2014 - June 30, 2017: 3-year average all-in cost of settlement = 3.45%

2015-16 Operating Budget

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### Pension special payments and other related costs

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

2015-16 Operating Budget

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

#### Theme 1: Teaching Excellence

Faculty FTE (address student-faculty ratios and PhD enrolment growth)*	\$3.3M
OISE restructuring (OTO)	\$1.0M
SCS capital funding (OTO)	\$1.0M
Interdivisional teaching	\$2.0M
UG teaching innovation	\$500K

\* 2 faculty positions for UTFS

2015-16 Operating Budget

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

#### Theme 2: Research Excellence

Top-up to doctoral recruitment fund (PhDEIF)	\$2.0M
Medicine research space operating costs	\$1.0M
Entrepreneurship CLA Mgmt. Committee (OTO)	\$500K
IHPME integration	\$150K

#### Theme 3: Internationalization

International student services in divisions *	\$750K
UG international experience opportunities	\$500K

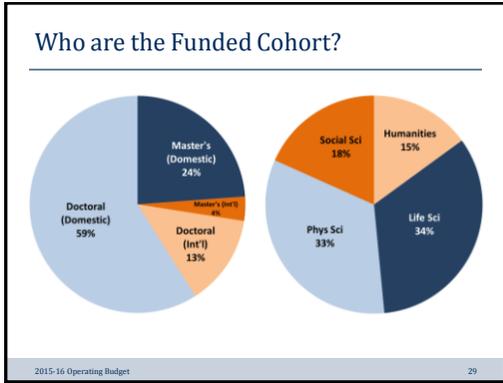
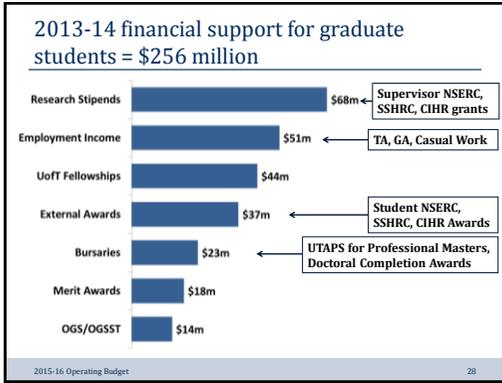
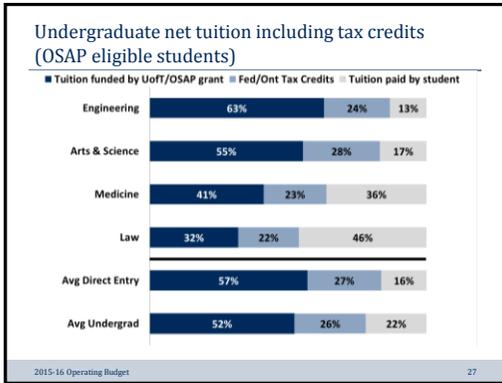
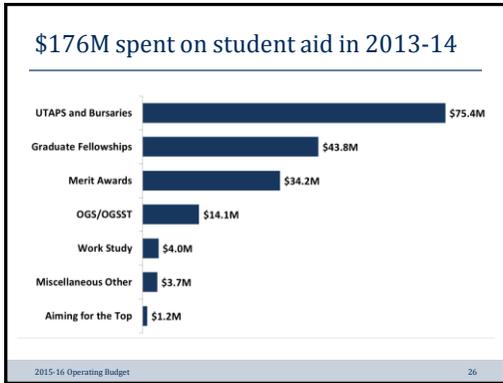
#### Theme 4: Structural Budget Support

Structural budget support	\$2.0M
* 1 staff position for UTFS	

2015-16 Operating Budget

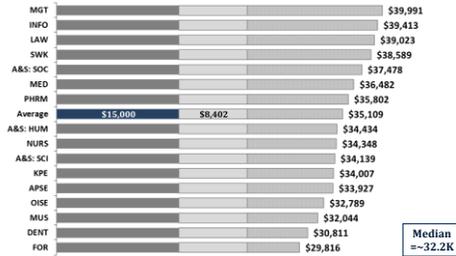
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## Student financial support

- ### Defining the Funding Commitment
- Minimum annual funding commitment made to each student in the funded cohort
    - A combination of fellowships, stipends from research grants, external scholarships, bursaries, and up to 205 hours of TA work (less in some depts)
  - Amount varies by department, but is at least \$15k plus tuition and fees:
    - \$23,400 domestic
    - \$33,100 international
- 2015-16 Operating Budget 30

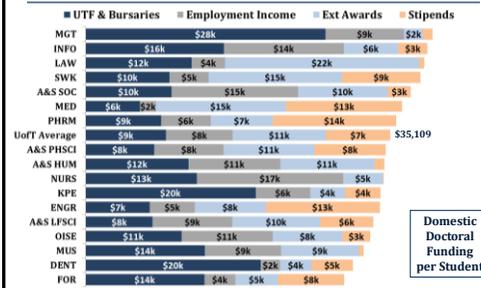
### Actual Incomes by Division, 2012-13 Domestic PhD Funded Cohort



2015-16 Operating Budget

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### Average Per Student Funding by Source



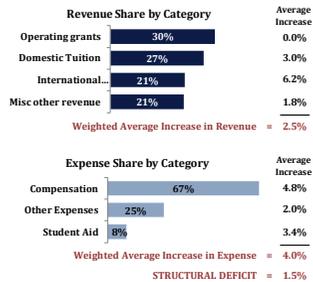
2015-16 Operating Budget

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### Summary



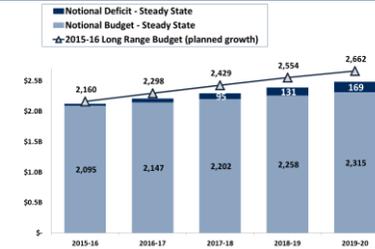
### Structural budget challenge: scenario if we were to freeze all growth in students, faculty and staff



2015-16 Operating Budget

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

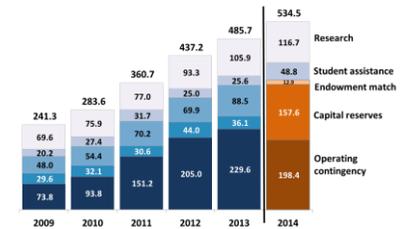


2015-16 Operating Budget

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### Reserve balances

Note: change of reporting categories in 2014



2015-16 Operating Budget

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## Summary

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