

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 7 OF THE CAMPUS AFFAIRS COMMITTEE

September 16, 2014

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

Your Committee reports that it met on Tuesday, September 16, 2014 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 , Interim Vice
President & Principal
Mr. Andrew Arifuzzaman, Chief
Administrative Officer
Professor Rick Halpern, Dean and Vice
Principal (Academic)
Mr. Desmond Pouyat, Dean of Student
Affairs
Ms Erin Bradford
Dr. Jonathan S. Cant
Dr. Tarun Dewan
Ms Kathy Fellowes
Ms Teresa Gomes
Dr. Brian Harrington
Mr. Kamal Hassan
Ms Hannah Yukari Hori
Ms Jessica Paulina Kirk
Ms Permjit (Pam) Mann
Mr. Russell Polecina
Ms Kirsta Stapelfeldt
Ms Tammy Tennisco
Dr. Erin L. Webster

Mr. Larry Whatmore
Dr. Helen Wu

Non-Voting Assessors:

Ms Helen Morissette
Ms Frances Wdowczyk

Secretariat:

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

Regrets:

Professor William A. Gough
Professor Ken W.F. Howard
Professor Ping-Chun Hsiung
Professor Sohee Kang
Ms Lydia V.E. Lampers-Wallner
Mr. Hussain Masoom
Ms Charmaine Louise C. Ramirez
Mr. Mark Henry Rowswell

In attendance:

Ms Jennifer Bramer, Director, Academic Advising and Career Centre
Mr. Tahsin Chowdhury, President, Scarborough Campus Students' Union (SCSU)
Mr. Brent Duguid, Director of Partnerships and Legal Counsel
Mr. Kaleab Mulatu, Vice-President, Operations, SCSU

1. Chair's Remarks

The Chair welcomed members and guests to the first meeting of the UTSC Campus Affairs Committee for the 2014-15 governance year. She introduced herself along with the Vice-Chair, the Vice-President and Principal, the Assessors and the Non-Voting Assessors, and asked each member to introduce themselves.

2. Assessors' Reports

The Chair invited Mr. Andrew Arifuzzaman, Chief Administrative Officer (CAO) to present his report. He advised the Committee that three major capital projects would be brought forward during this governance year (Highland Hall, a parking structure and a student residence). He briefly outlined the formal process for completing a project planning report, including the approval pathways and the project planning report content (i.e. executive summary, project background, project description, resource implications, and recommendations).

3. Orientation

The Chair and Ms Amorell Saunders N'Daw, Director of Governance and Assistant Secretary of the Governing Council provided an orientation presentation to the Committee. The presentation¹ highlighted the following:

- Overview of the Governing Council and its Boards and Committees;
- Expectations of members;
- Governance pathways;
- Role of the Administration, Assessors and the Secretariat; and
- Meeting preparation.

4. 2014-15 Calendar of Business

The Chair reported that the proposed Calendar of Business for the 2014-2015 governance year was included in the agenda package. She emphasized that it was a living document and that as such it was updated regularly. In addition, she highlighted that the approval pathways for particular items were outlined in the Calendar.

5. UofT Integrated Budget Process Presentation

The Chair introduced and welcomed Professor Scott Mabury, Vice-President, University Operations. Professor Mabury reported that he would be presenting the presentation along with Mr. Andrew Arifuzzaman and Mr. Trevor Rodgers, Senior Manager,

¹ Orientation Presentation

Academic Planning, Analysis, and IT Initiatives.

The presentation² addressed the following main points:

- The current long range budget guidelines at the institutional level were prepared in the context of a significant Provincial budget deficit and declining public investment in higher education. Over the last decade, the Provincial operating budget had declined from 44% to 32% of total operating revenues.
- The Province had set out a new four year tuition fee framework that capped the average annual tuition fee increases for domestic students at 3%. Tuition fees for international students were market driven.
- Current low interest rates had had an impact on investment returns and future pension liabilities, and the declining Canadian dollar had had implications for both cross-border capital purchases and tuition fees for international students.
- In 2014-15 a balanced budget was projected at the institutional level (\$2.0B). However, the University had a structural deficit of approximately 1.5% annually that must be closed by a combination of revenue growth and cost containment.
- Revenue growth at UTSC currently exceeded the average rate of growth for academic divisions as a result of planned undergraduate enrolment expansion. The rate of revenue growth for the University and UTSC was expected to slow down by the end of the planning period. The University's budget model aimed to minimize administrative costs, support inter-divisional activities, and provide incentives for academic divisions to generate revenues and decrease costs.
- Divisions were allocated 90% of the operating revenues they generated and were obligated to cover their respective share of institution-wide expenses. The remaining 10% of general revenues were distributed via the University Fund (UF) based on academic plans and institutional priorities.
- In 2012-13, \$164M of operating funds was provided in student assistance. Students at UTSC with financial need paid, on average, 54% of the posted tuition fee, while the remaining 46% was covered by UofT bursaries and non-repayable grants from the Ontario Student Assistance Program (OSAP).
- In 2014-15, UTSC had a revenue budget of \$188.9M, of which 94% came from operating grants and tuition, and a 3% came from the UF.
- In 2014-15 expenditures accounted for \$183.1M at UTSC, which were mostly made up of compensation costs and capital projects/ renovation projects.

In response to a question as to how it would be possible to advance the academic mission of the institution within the current budget framework, Professor Mabury explained that, in part, attention needed to be placed on expenditures. He commented that a thorough examination of currently used resources was a good starting point to determine where costs could be reduced.

² UofT Integrated Budget Process presentation

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

Mr. Louis Charpentier, Secretary of the Governing Council to provided the Committee with an update on the Committee to Review the UTM and UTSC Campus Councils (CRCC). He reported that the Committee was established to evaluate the efficacy of the tri-campus governance model and the manner in which it had been implemented and also to report its findings. Mr. Charpentier added that the Committee was charged with making recommendations, which would enhance the ability of the Campus Councils and its Committees to execute their respective mandates. He advised the Committee that public town halls would be held at UTM and UTSC in early November along with a Call for Submissions. He closed by saying that the report of the CRCC was expected to be considered by the Governing Council for approval at its meeting on December 11, 2014.

7. Strategic Topic: Childcare Services at UTSC

The Chair invited Mr. Andrew Arifuzzaman to introduce the item, and he called upon Ms Frances Wdowczyk, Director, Business Development & Special Advisor to the CAO Operations and Special Projects and Ms Joanne Quinn, Director of the N'sheemaehn Child Care Centre to present the item. Ms Quinn reported that the Centre had been a part of the campus community for twenty-four years and that forty-three percent of the children at the Centre were children of faculty, staff and students at UTSC. In addition, Ms Quinn noted that the Centre typically hired UTSC students as part-time staff (specifically those with an interest in careers with children), and that the Centre was also considered a learning facility for students enrolled in the Early Childhood Educator college programs. She concluded her presentation by commenting on the good relationship that the Centre had with UTSC which was evidenced though the childrens' visits to the Doris McCarthy Gallery, their access to the dance studio, and their participation in campus events, such as the annual Remembrance Day ceremony.

In response to a question from a member, Ms Quinn reported that the Centre would like to accommodate more families (there was a long waiting list), but that doing so would affect the quality of care and culture of the Centre.

8. Report of the previous meeting: Report 6 – Wednesday, April 30, 2014

Report Number 6 (April 28, 2014) was approved.

9. Business Arising from the Report of the Previous Meeting

The Chair reported that the data from the online evaluation survey was being compiled and that the results would be shared with the Committee at a future meeting.

10. Date of Next Meeting – Tuesday, November 11, 2014 at 4:00 p.m.

The Chair reminded members that the next scheduled meeting of the Committee was on Tuesday, November 11, 2014 at 4:00 p.m. in the University of Toronto Scarborough Council Chamber, Arts and Administration Building, Room 160.

11. Other Business

No other business was raised.

The meeting adjourned at 6:19 p.m.

Secretary

Chair



University of Toronto Scarborough Campus Affairs Committee Orientation

September 16, 2014



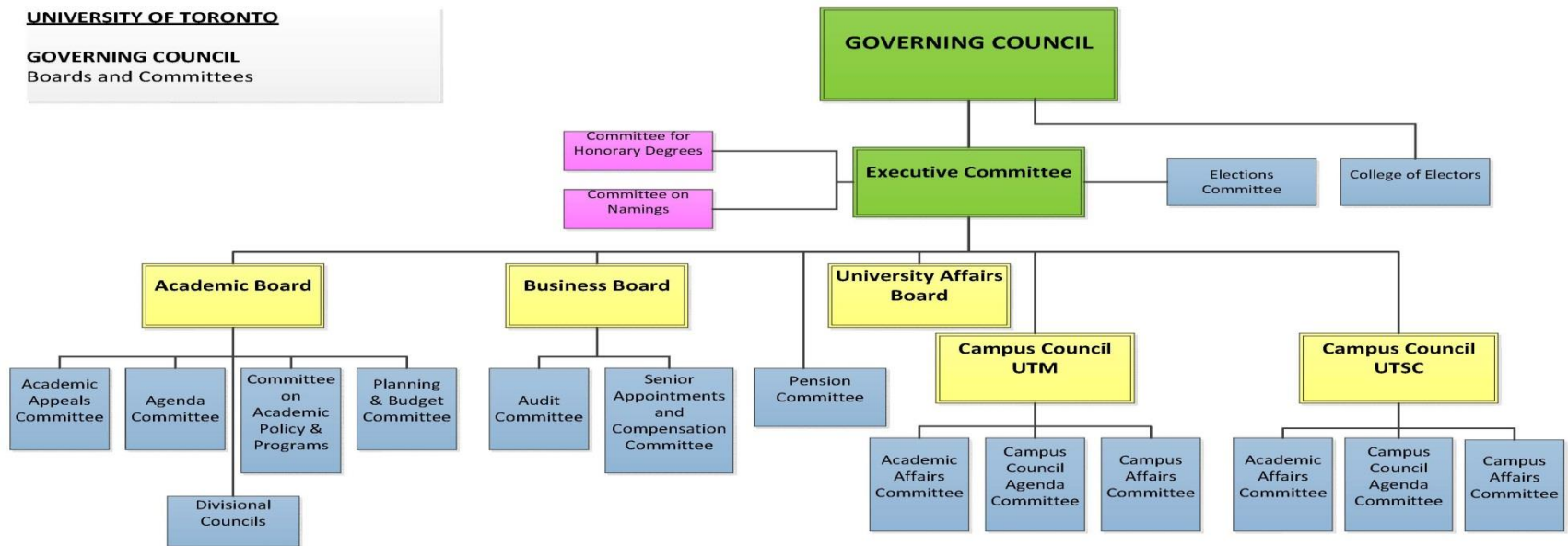
UNIVERSITY OF
TORONTO

OFFICE OF THE GOVERNING COUNCIL

UofT Governing Council Organizational Chart

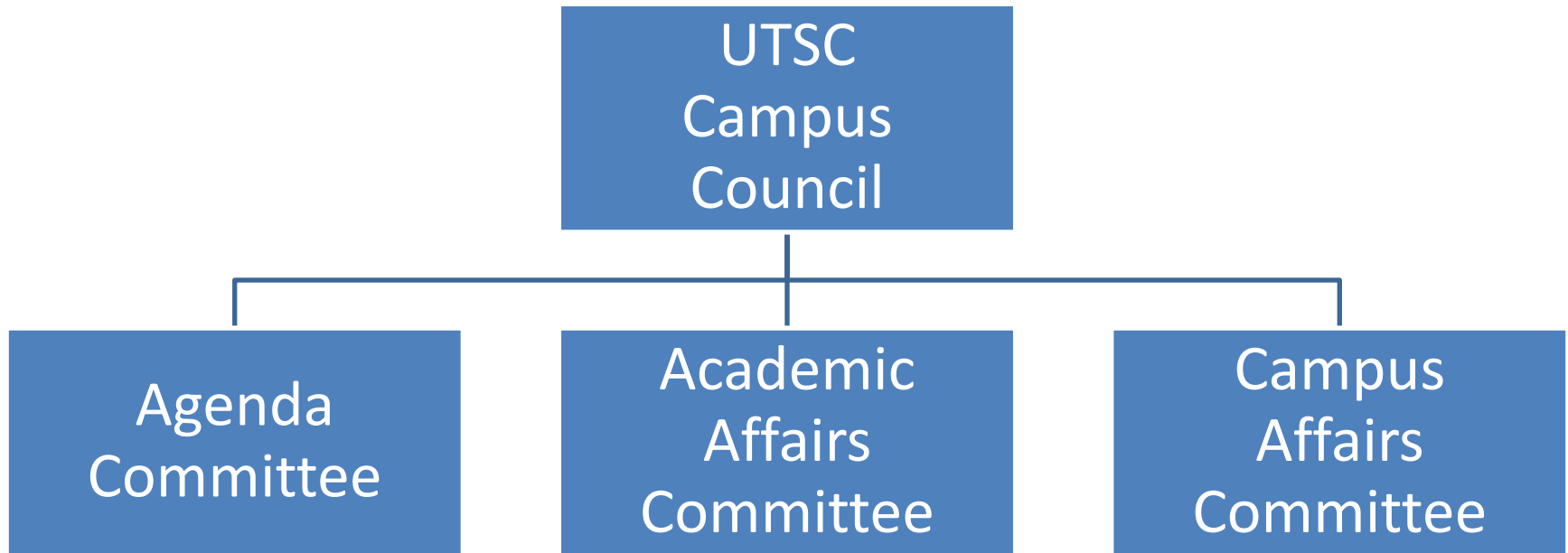
UNIVERSITY OF TORONTO

GOVERNING COUNCIL
Boards and Committees



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The UTSC Campus Council and its Standing Committees



UTSC Campus Council & Committees

Description

- Campus Councils: comparable to the Boards of Governing Council and comprise representatives of the five estates; oversight of campus-specific matters.
- Campus Affairs Committees: include a majority of members from the internal community.
- Academic Affairs Committees: relatively large reflecting the structure of Academic Board.
- Agenda Committees: have agenda setting role and delegated responsibilities.



Local decision-making

- Committee members provide approval, oversight and advice on items of business being brought forward.
- Items of business can be approved, rejected or referred back to the administration.
- Motions can be approved, recommended for approval or confirmation.
- Campus Council is final body of consideration at campus level; motions passed are subject to Executive Committee confirmation.

Expectations of Committee Members

- Reflect the perspective of your estate in debate, as appropriate, but **act in the best interests of the institution** as a whole.
- Read meeting documentation in advance to facilitate informed participation. Attention to **Cover Sheet**.
- When possible alert assessors in advance to substantive questions to be asked at the meeting (so they can prepare).
- Attend meetings; participate in discussion.
- Act ethically and in good faith; declare all conflicts of interest.



Key Elements of the CAC Terms of Reference

- Matters that concern the quality of student and campus life.
- Monitoring, reviewing and making recommendations concerning a broad range of planning issues and priorities for campus resources.
- Matters that impact relationships among campus units and relationships between the campus and the community at large.

The UTSC Campus Affairs Committee

Areas of Responsibility:

- Budget
- Campus and student services, student societies and campus organizations
- Campus Master Plans, capital plans, projects and space
- Compulsory non-academic incidental fees
- Establishment, termination or restructuring of academic units and proposals for Extra-Departmental Units (As & Bs)
- Relations with campus's external community

Membership: 34 members

- 4 administrative staff
- 4 community members
- 1 librarian staff
- 9 teaching staff
- 7 students
- 6 *ex officio* members
- 3 Presidential Assessors



Role of Administration/Assessors

- Administration manages the University.
- Function of governance is to sustain and advance the University's mission; focuses on legislative and judicial matters.
- Governance bodies receive proposals and reports from the administration.
- Proposals may be...
 - Approved
 - Rejected
 - Referred back to the administration **with advice.**

Role of Administration/Assessors

- Presidential Assessors are included in the membership of Boards and Committees (*ref. TOR & By-law Number 2*).
- Senior Assessors assist with the discharge of the President's responsibilities with respect to the Committees.
- Voting Assessors are members of the University's administration who bring items for consideration.
- Voting Assessors provide recommendations for action on the items.
- Non-voting Assessors serve as subject-matter experts to the Committees.

CAC's Presidential Assessors

Voting Assessors

Mr. Andrew Arifuzzaman,
*Chief Administrative
Officer (CAO);*

Professor Rick Halpern,
*Dean & Vice-Principal
(Academic);*

Mr. Desmond Pouyat,
Dean of Students Affairs.

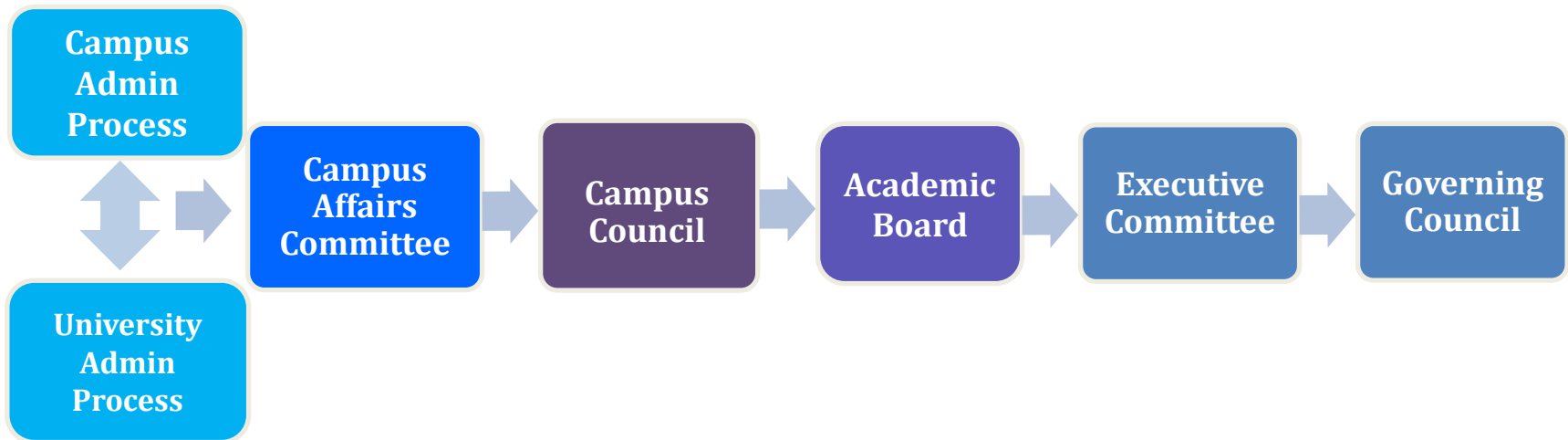
Non-Voting Assessors

Ms Helen Morissette,
*Director, Financial
Services;*

Ms Frances Wdowczyk,
*Director of Business
Development & Special
Advisor to the CAO.*



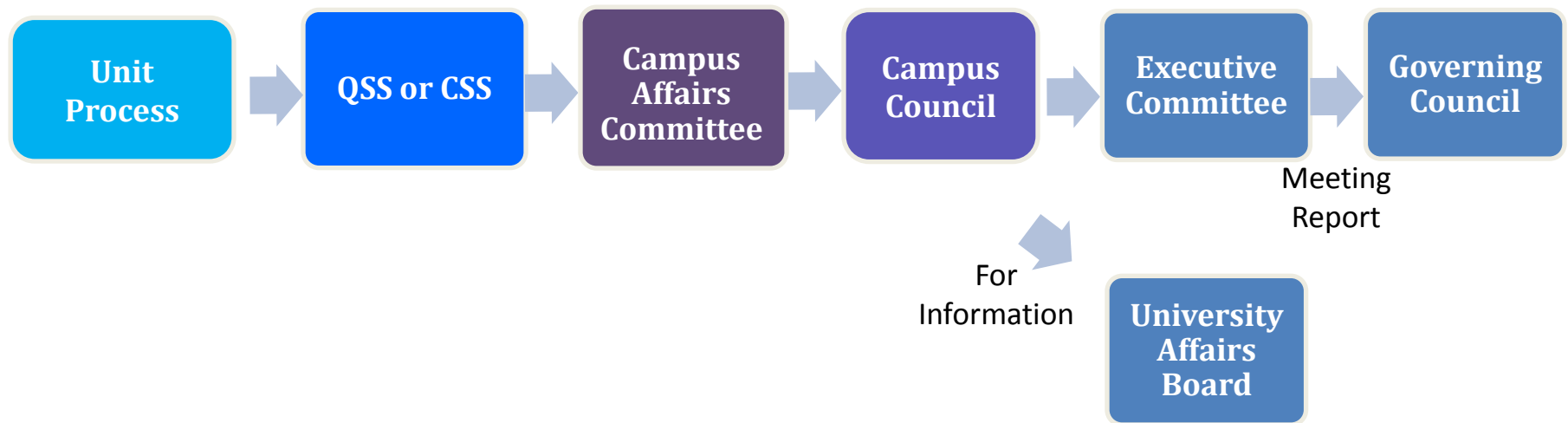
Establishment of an Academic Unit (EDU A or EDU B)



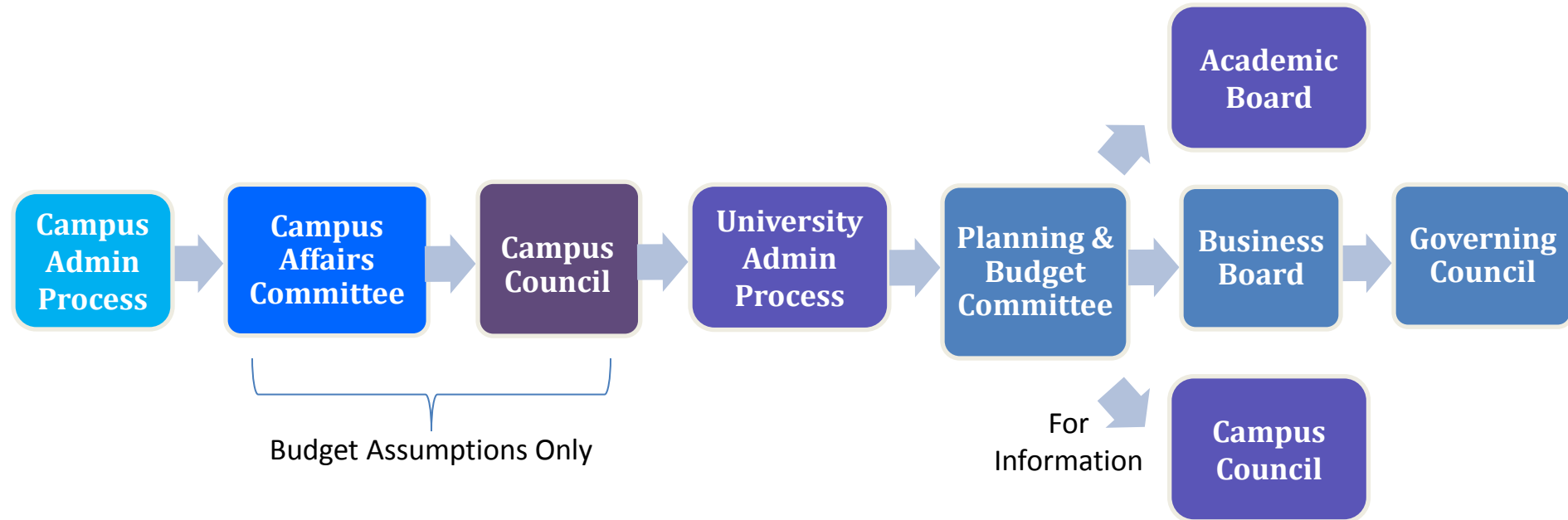
Approval of Capital Project (Level 3)



Compulsory Non-Academic Incidental Fees



Budget



Role of the Secretariat

- Provides support to Committee/Council Chairs and Committees:
 - Meeting preparation
 - Meeting follow-up
 - Communicate Council/Committee decisions
 - Manage governance records
 - Maintain Council and Committee membership records
 - Expert resource/policy advice

Meeting Agendas

- Agenda planning is based on the Calendar of Business; an overview of all anticipated business to be transacted in the governance year.
- Agenda planning is the “hand-off” from the administration to governance.
- Setting the agenda for Committee meeting is the responsibility of the Agenda planning group.

Meeting Agendas

- Meeting agendas may include:
 - Chair’s Remarks
 - Assessor Reports
 - Approval items
 - Reports/Presentations
 - Consent Agenda
 - Items for which there may be little or no discussion/debate because they are more routine or transactional in nature;
 - Committee members may request to move a Consent Agenda item to the regular Agenda in advance of the meeting.
 - Other business
 - *In camera items*

Meetings

- Meetings may be held in open session, closed session or *in camera*:
- **Open Session:**
 - Open to members of the University, the public, the media, up to room capacity. Most Council, Board and Committee meetings meet in open session.
- **Closed Session:**
 - Restricted to members of the Council, Board or Committee and individuals whose presence is considered by the Committee to be necessary (normally members of the administration). Motion needed to move from open to closed session.
- **In Camera:**
 - A meeting or part of a meeting may be held *in camera* where “intimate financial or personal matters of any person may be disclosed.” (*By-law Number 2*)
 - Motion needed to go into *in camera* session.



Decisions

Proposals may be:

- Approved
- Rejected
- Referred back to the administration **with advice.**

Motions may be:

- For Approval
- Recommendation for approval
- For Confirmation

Cover Sheets

- 1 General
- 2 Header Information
- 3 Sponsor & Presenter
- 4 Jurisdictional Information
- 5 Previous Action Taken
- 6 Highlights
- 7 Recommendation



FOR RECOMMENDATION

CONFIDENTIAL

CLOSED SESSION

TO: Name of Governance Body

SPONSOR: Name, Position, Division/Department/Unit
CONTACT INFO: Phone Number, Email Address

PRESENTER: Name, Position, Division/Department/Unit
CONTACT INFO: Phone Number, Email Address

DATE: Date Prepared for Date of Meeting

AGENDA ITEM: Item Number

ITEM IDENTIFICATION:

The full name of item as listed on the agenda appears here.

JURISDICTIONAL INFORMATION:

Jurisdictional information related to the item and the Governance Body's role is specified here.

GOVERNANCE PATH:

1. Entry Point Governance Body (Date of Meeting)
2. This Governance Body (Date of Meeting)
3. Next Governance Body (Date of Meeting)
+ Governance Body (Date of Meeting)
+ Governance Body [For Information] (Date of Meeting)
4. Final Governance Body (Date of Meeting)

PREVIOUS ACTION TAKEN:

Previous action taken is delineated here.

HIGHLIGHTS:

In respect of the Body's terms of reference, the highlights of the proposal are summarized here.

FINANCIAL IMPLICATIONS:

The financial implications of the proposal are outlined in this section.

RECOMMENDATION:

Be It Recommended to the Next Governance Body:

THAT the action be taken, to be effective on the date specified.

DOCUMENTATION PROVIDED:

First Document Name
Second Document Name

Agenda packages

- Agenda packages are finalized and posted a week prior to the Committee meeting.
- Non-confidential meeting material is posted to the UTSC Campus Council website:
<http://www.utsc.utoronto.ca/governance/>

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”.



Calendar of Business: Highlights

- A new home for Athletics & Recreation
- Highland Hall Capital Project
- UTSC Budget Overview presentation
- Capital Project: Parking Structure
- U of T Mental Health Framework: local implications
- Infrastructure Planning
- Capital Project: Student Residence
- Our Growing Campus: Security Implications
- Ancillary Operating Plan, 2015-2016
- Campus Operating Budget
- Student Societies: Requests for fee increases



Overview of UTSC

- U of T's eastern GTA campus
- Celebrating 50th anniversary
- More than 11,500 students from 80 countries
- More than 150 student groups
- Net operating budget: \$134.8 million
- Faculty & Staff: 830.8
- Campus area in acres: 303
- Number of buildings: 34
- Number of student residence spaces: 765
- Number of alumni: 42,592

(facts and figures from 2013-2014 data)





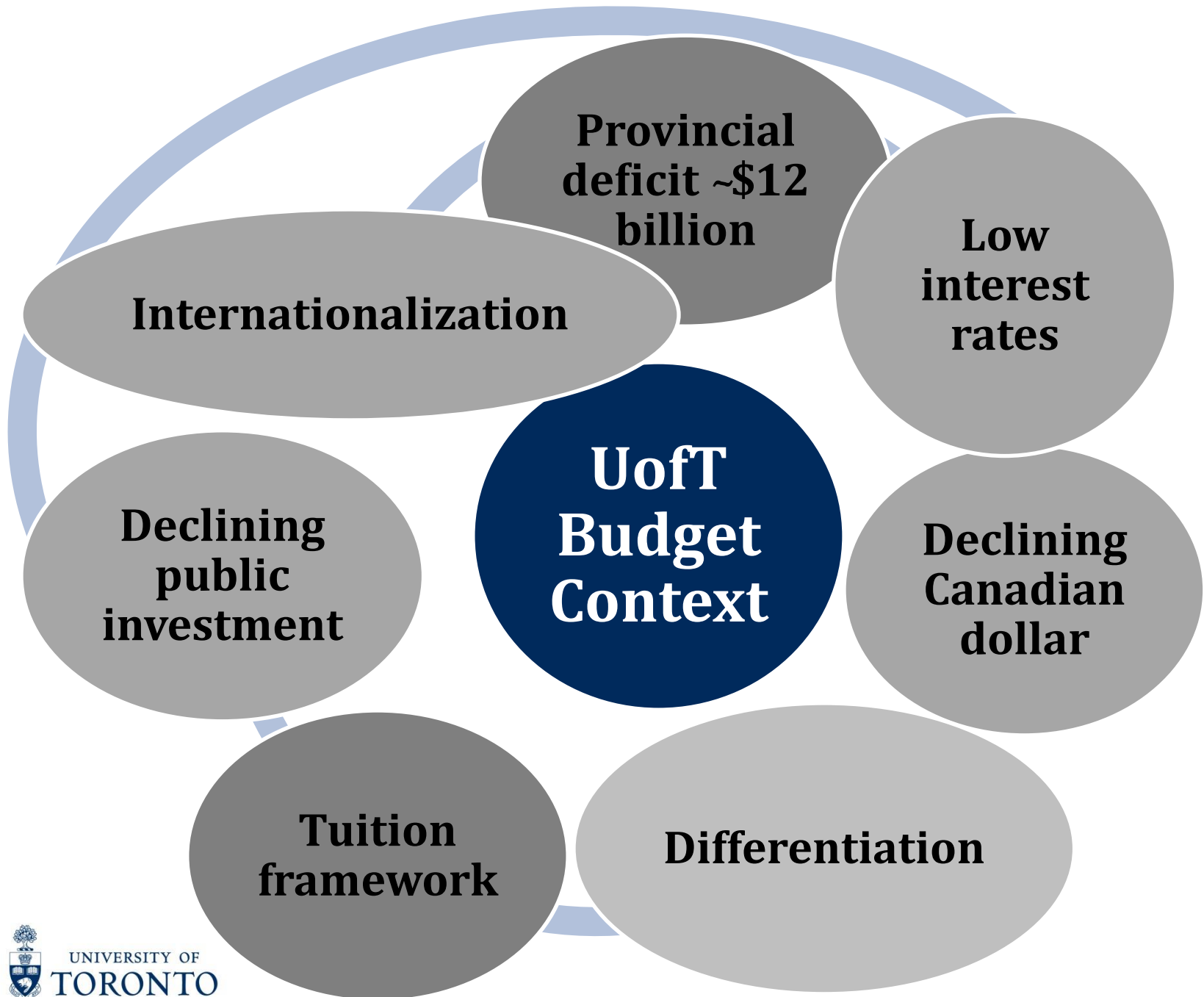
Questions



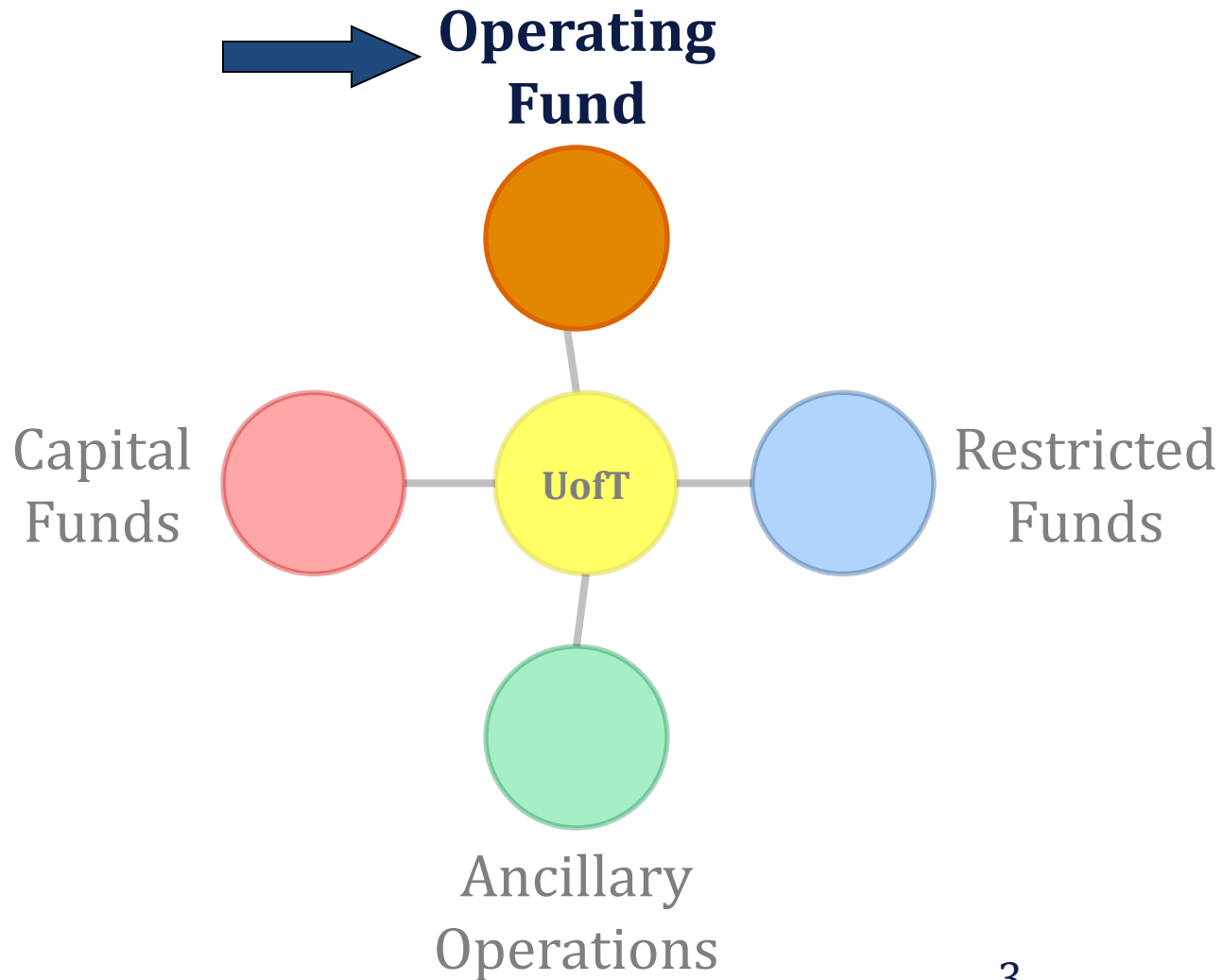
Budget Information Session

University of Toronto Scarborough

September 16, 2014

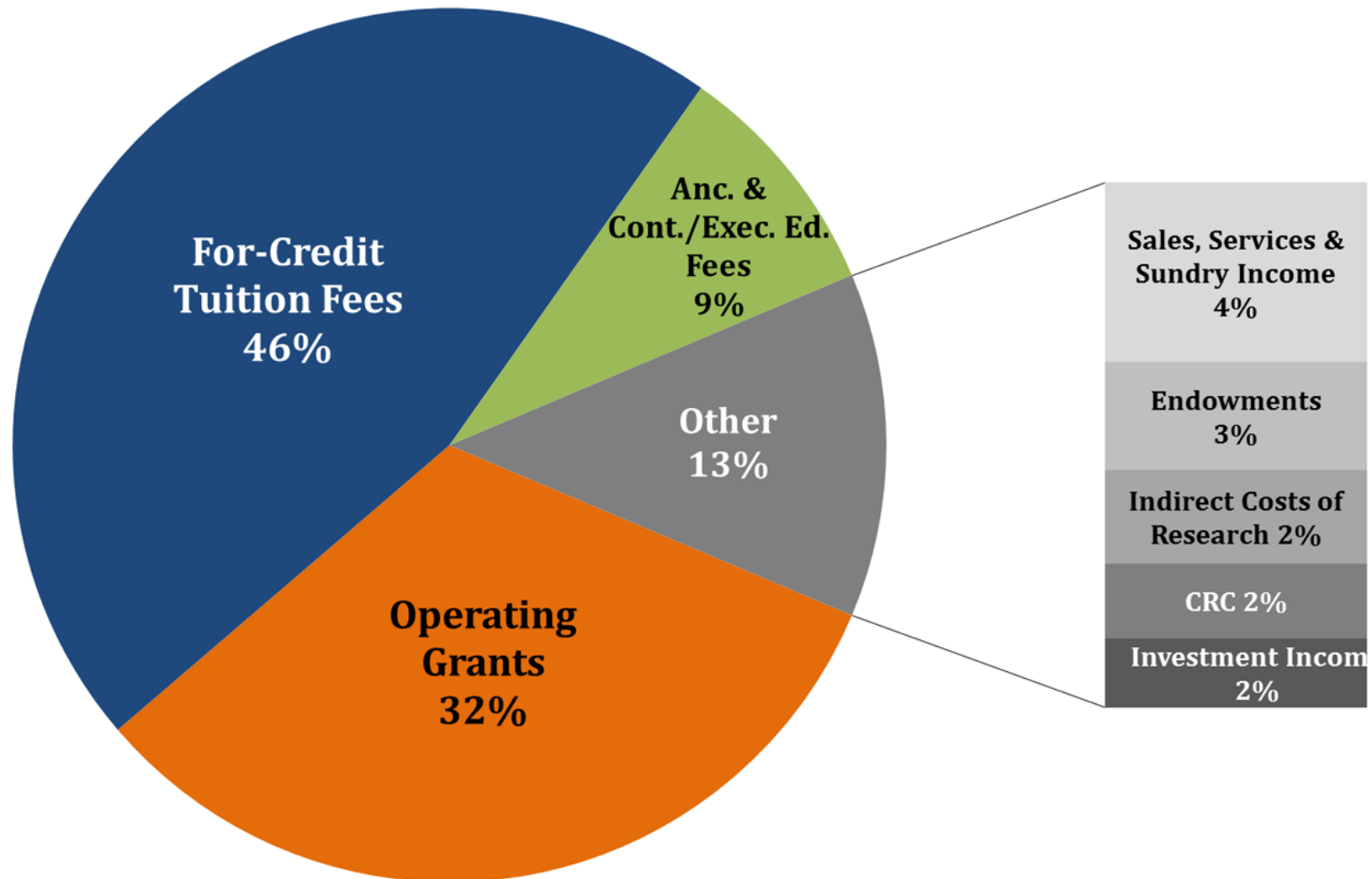


The 4 Funds

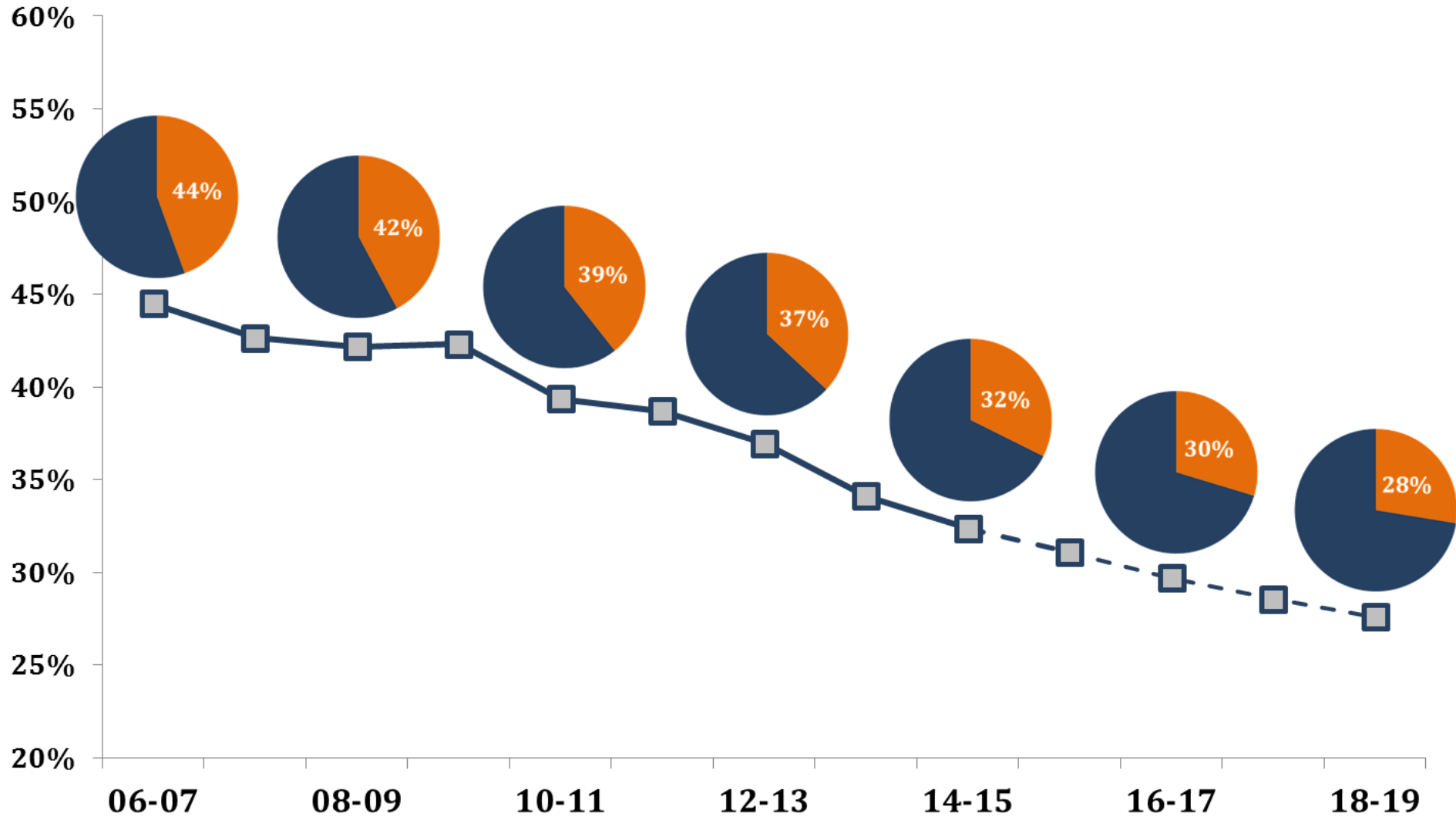


2014-15: a Balanced Budget

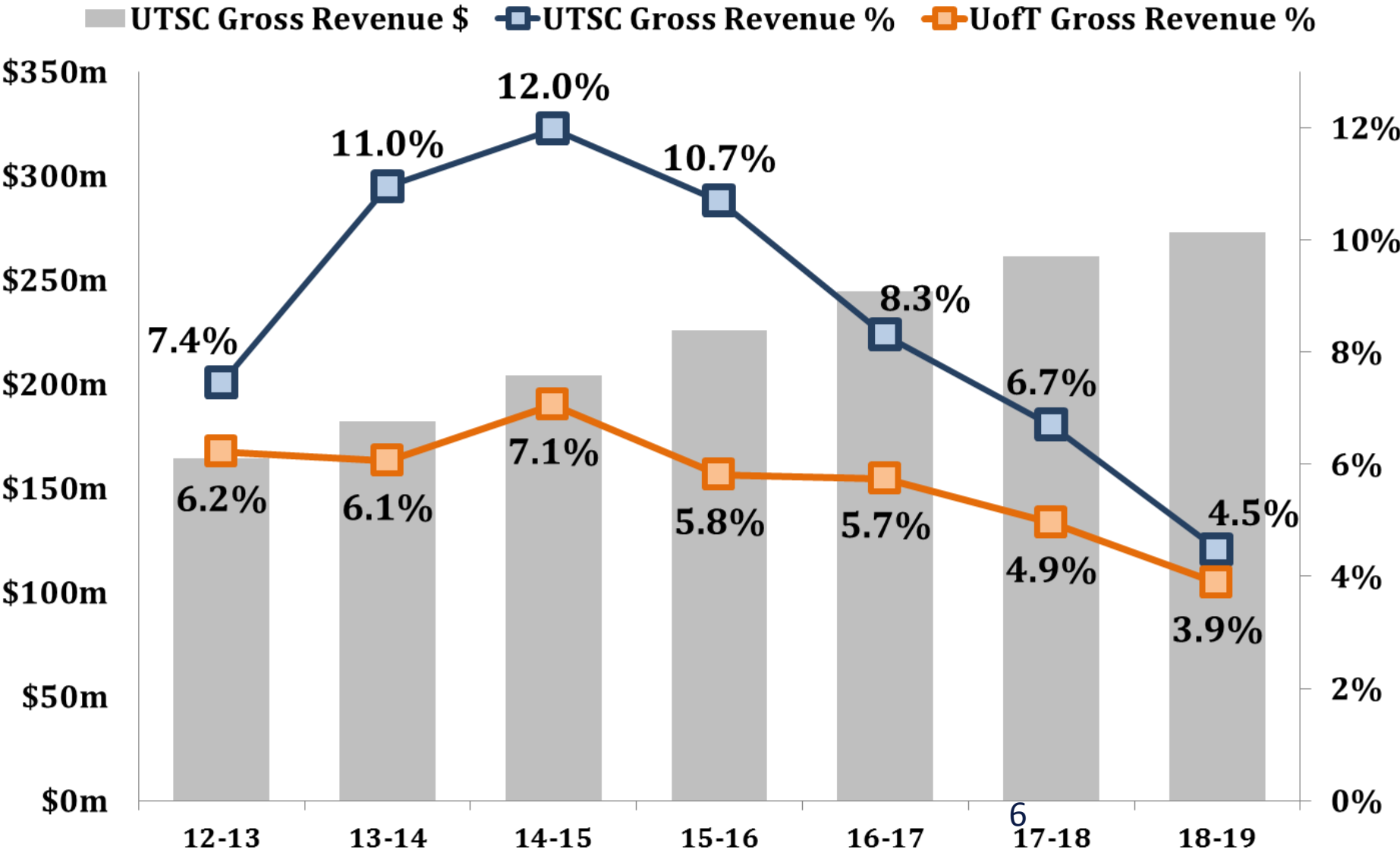
Revenue \$2.0 billion



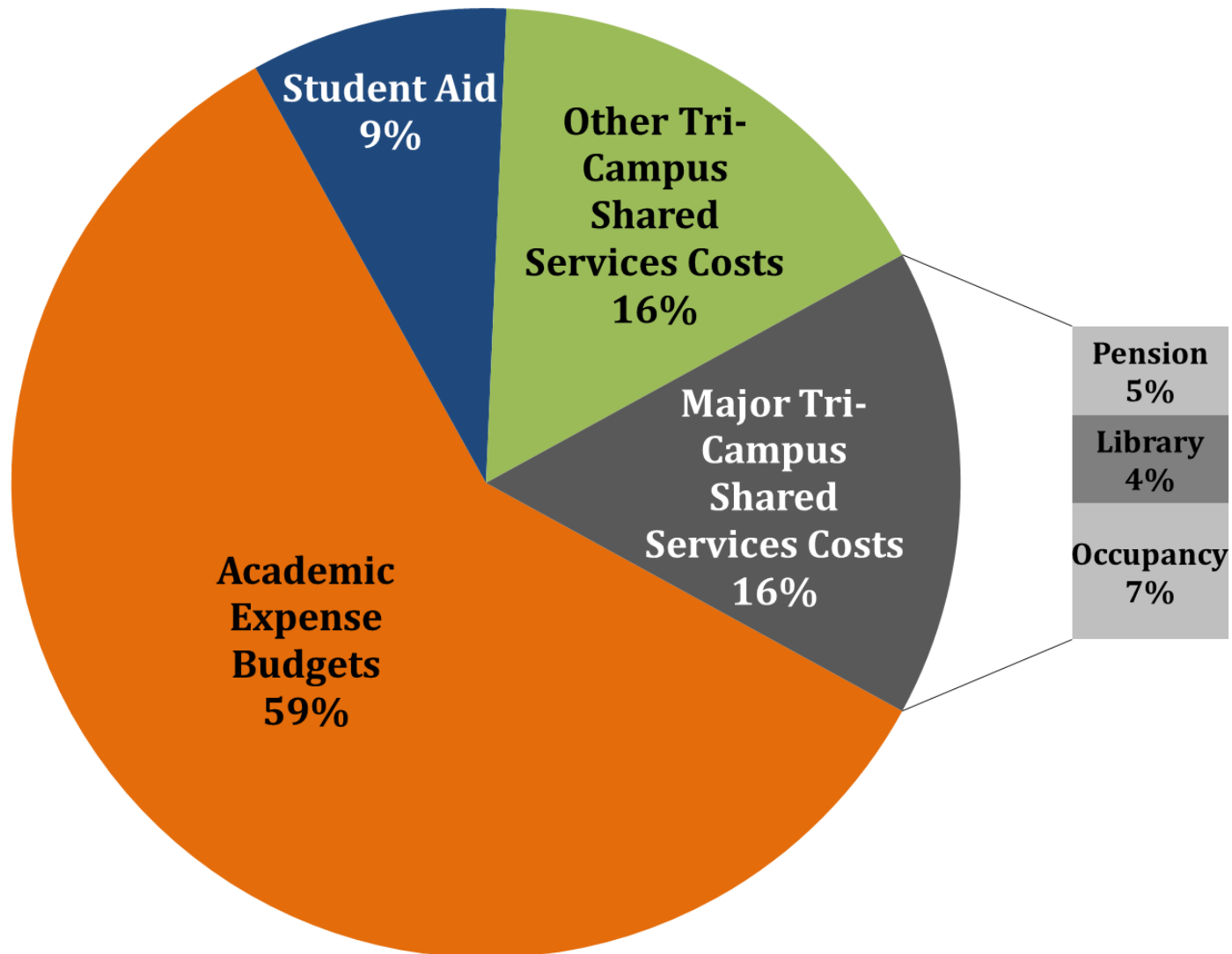
Provincial Operating Grant as a Share of Total Operating Revenue



Revenue Growth at UTSC



2014-15 Expenditure \$2.0 billion

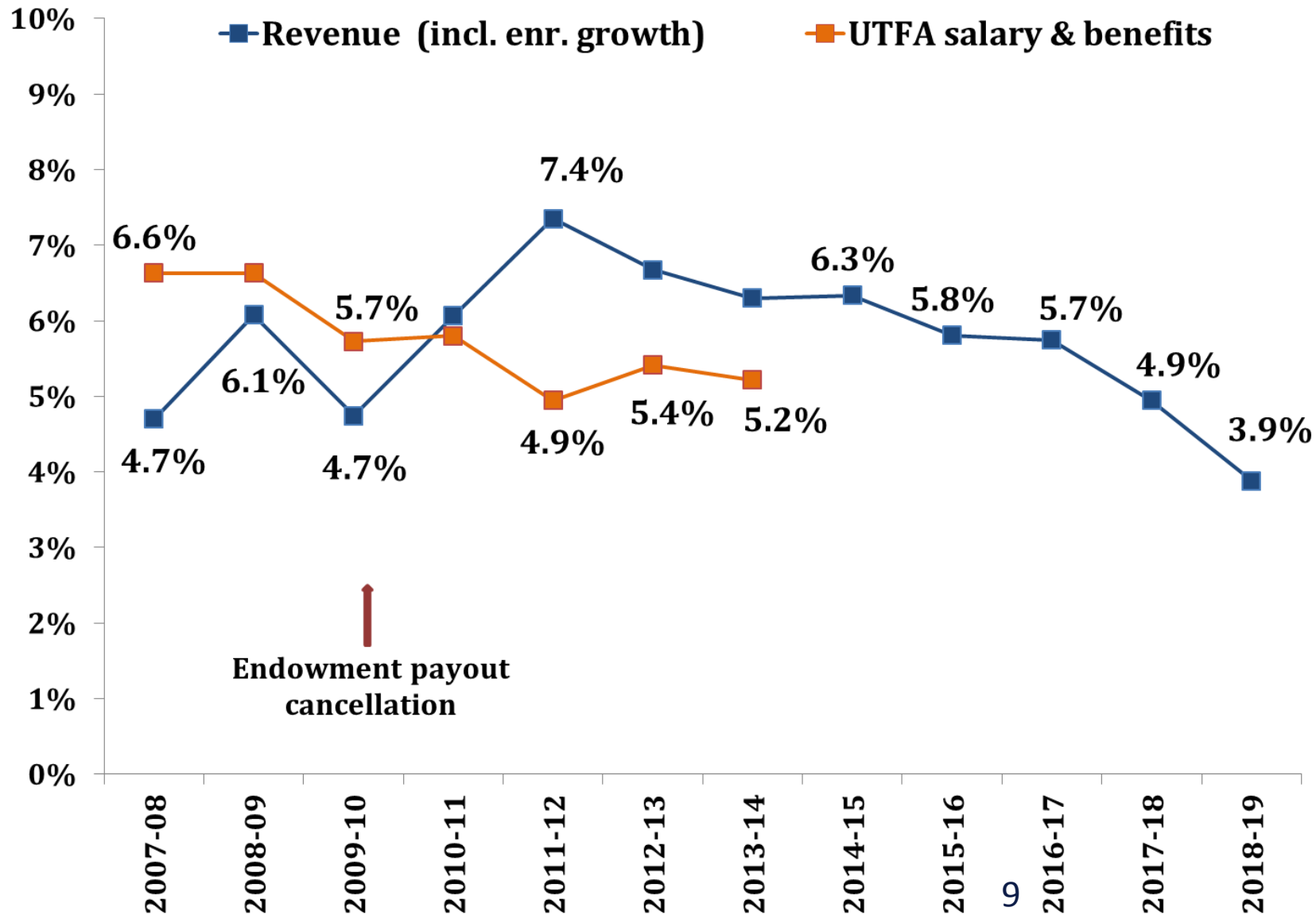


Structural Budget Challenge at Steady State

	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%

Rate of Growth

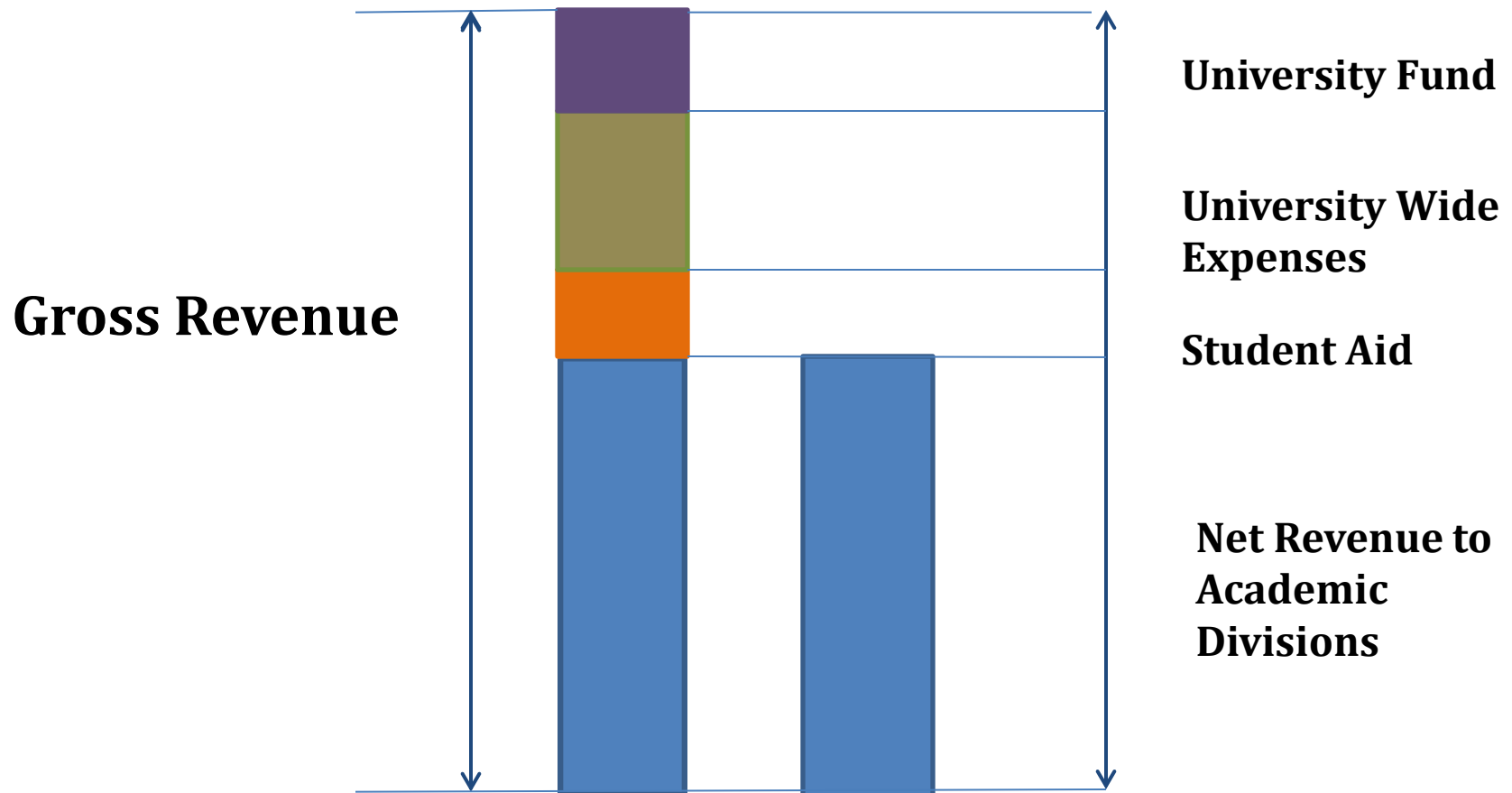
Revenue vs. UTFA Salary and Benefits



Budget Model Principles

- **Minimize** administrative costs of the model
- Provide **incentives**
- Faculties should **strive** to generate revenues to cover their costs and share of central costs
- Revenue and expense cannot and **should not** be balanced at faculty or program level
- Support and encourage **inter-divisional** activity

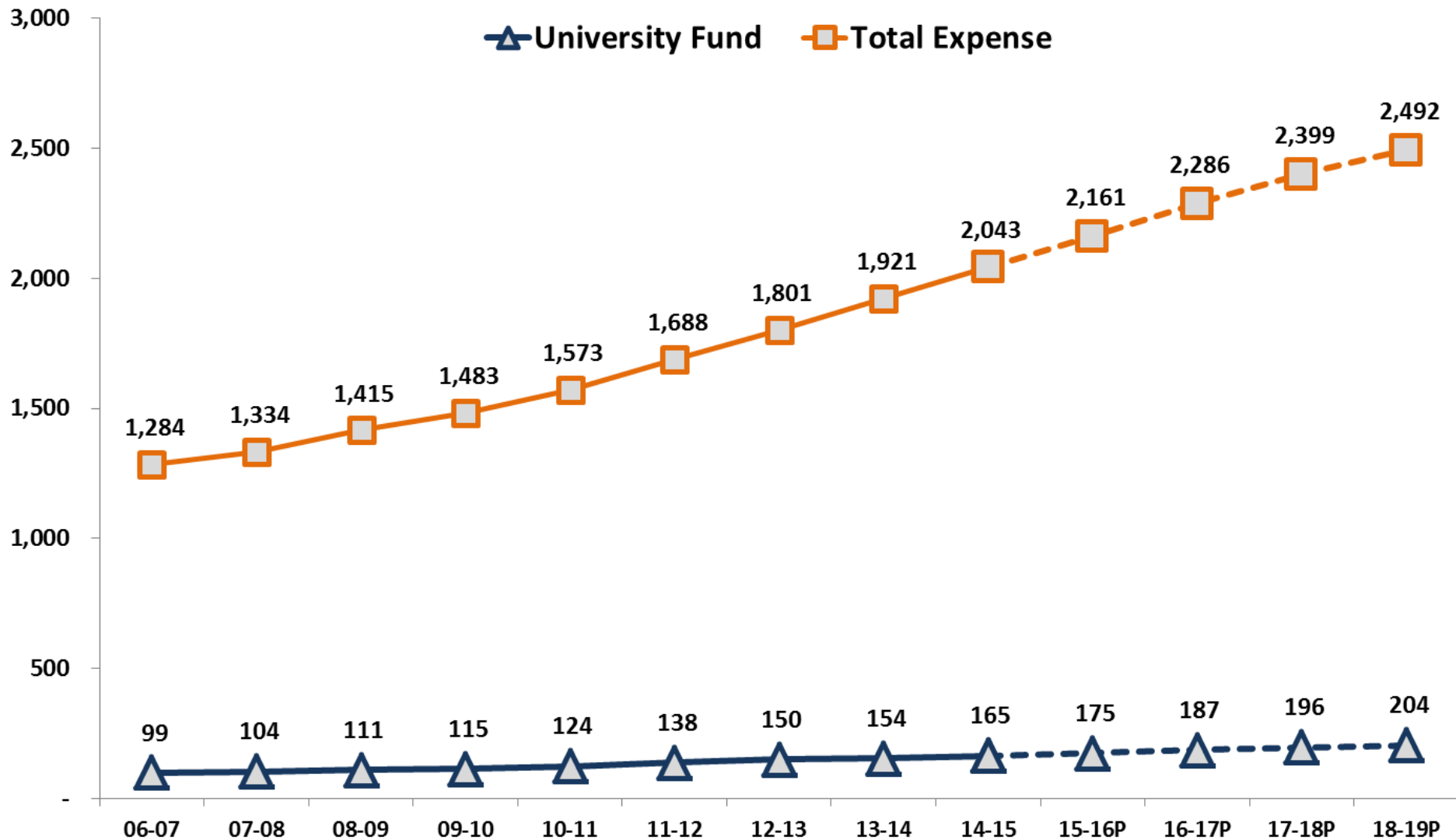
Net Revenue to Academic Divisions



University Fund

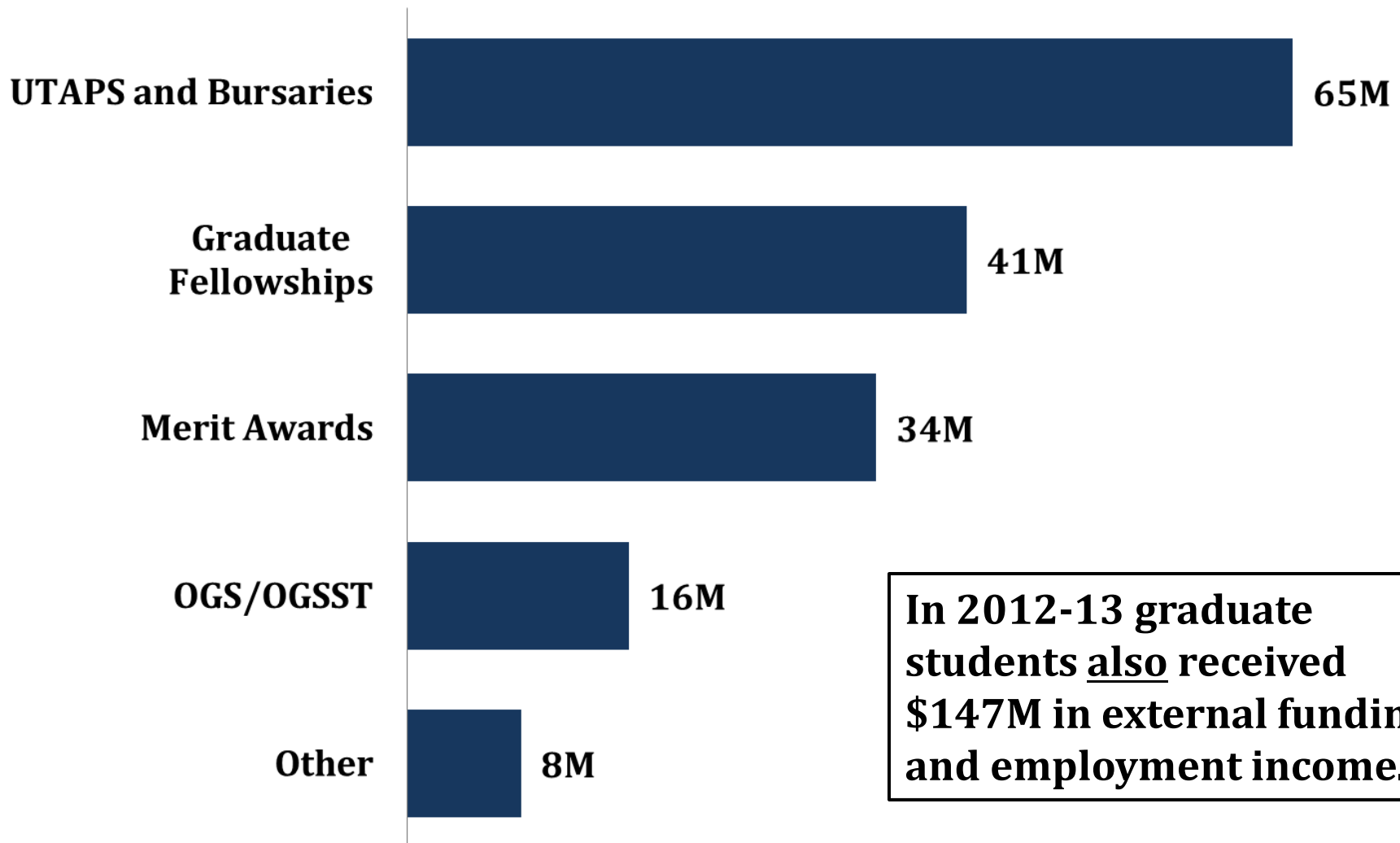
- Created by a 10% deduction from gross revenues, excluding segregated funds
- Intended to strengthen quality and provide stability, consistent with academic priorities
- Allocations based on academic plans and institutional priorities; not tied to revenues and costs

University Fund Relative to Total Expense Budget (\$ millions)



University of Toronto Student Assistance 2012-2013

Total = \$164M

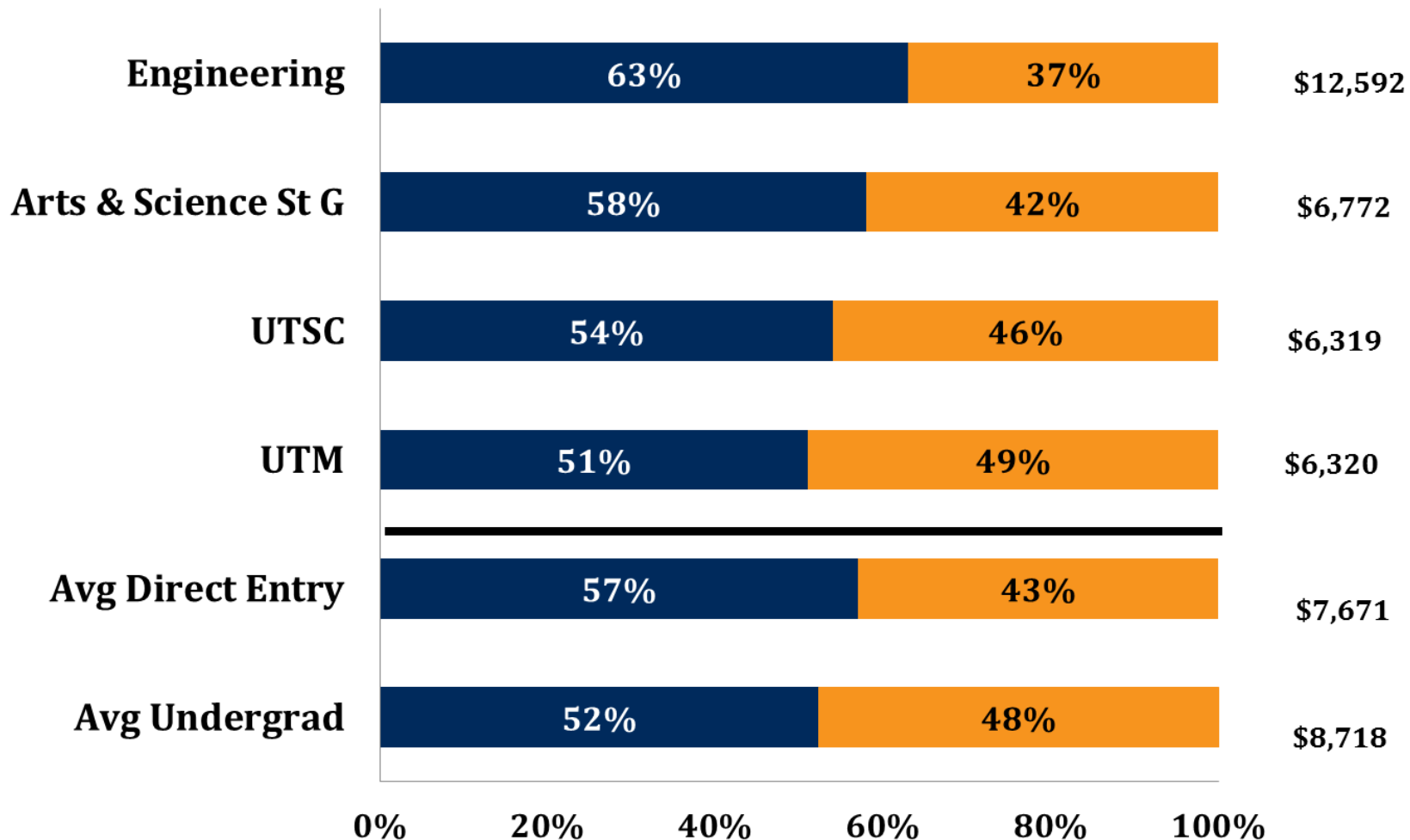


In 2012-13 graduate students also received \$147M in external funding and employment income.

What do students pay?

The OSAP Population by Program Area and %

■ Tuition funded by UofT/OSAP grant/OTG ■ Tuition paid by student



**Shared
Service
Priorities
2014-15**

**Student
services**

**Deferred
maintenance**

**Divisional
campaign
support**

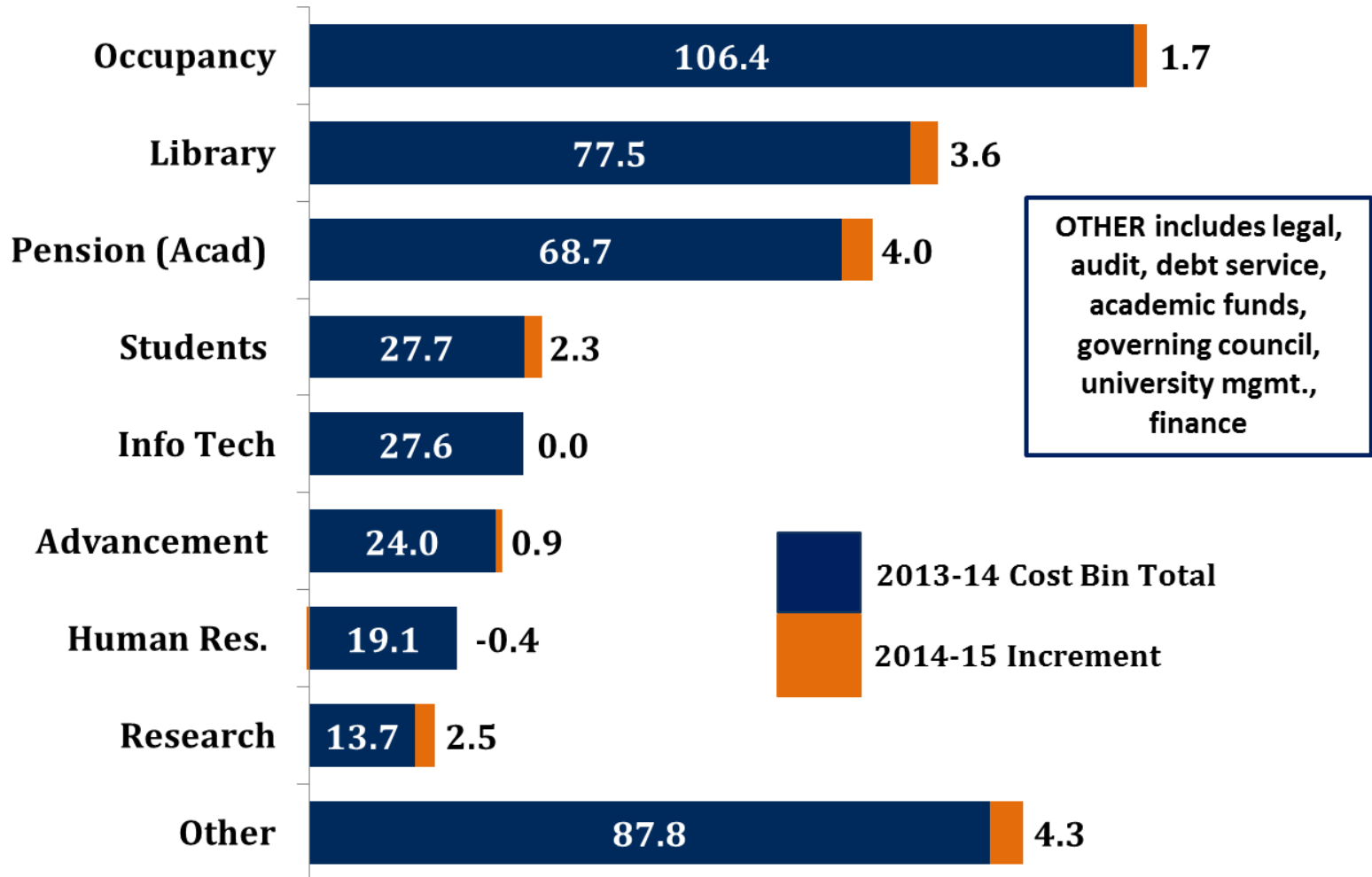
**Library
collections**

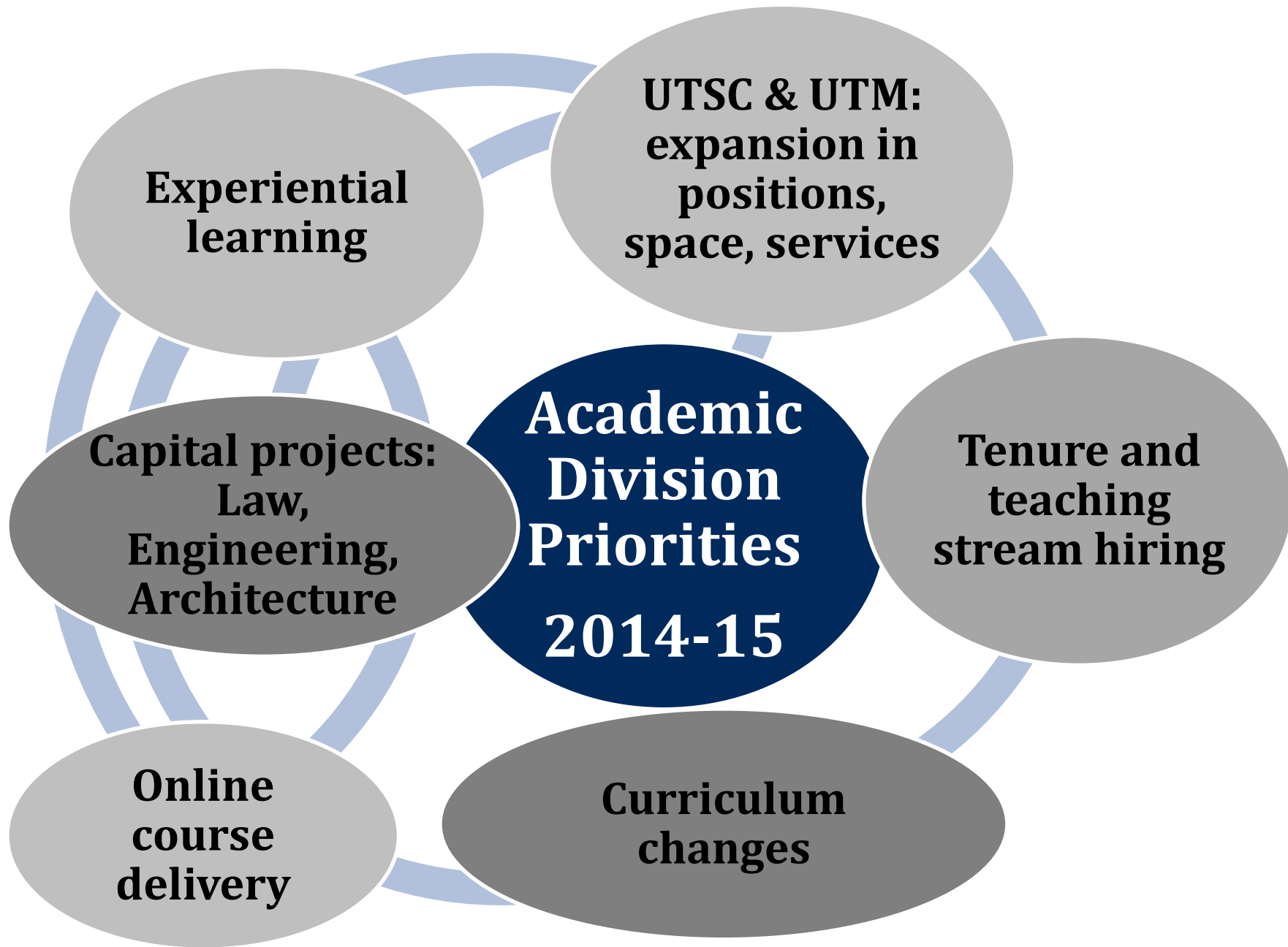
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IT Upgrades

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

(excluding Federated Block Grant)





Academic Budget Review

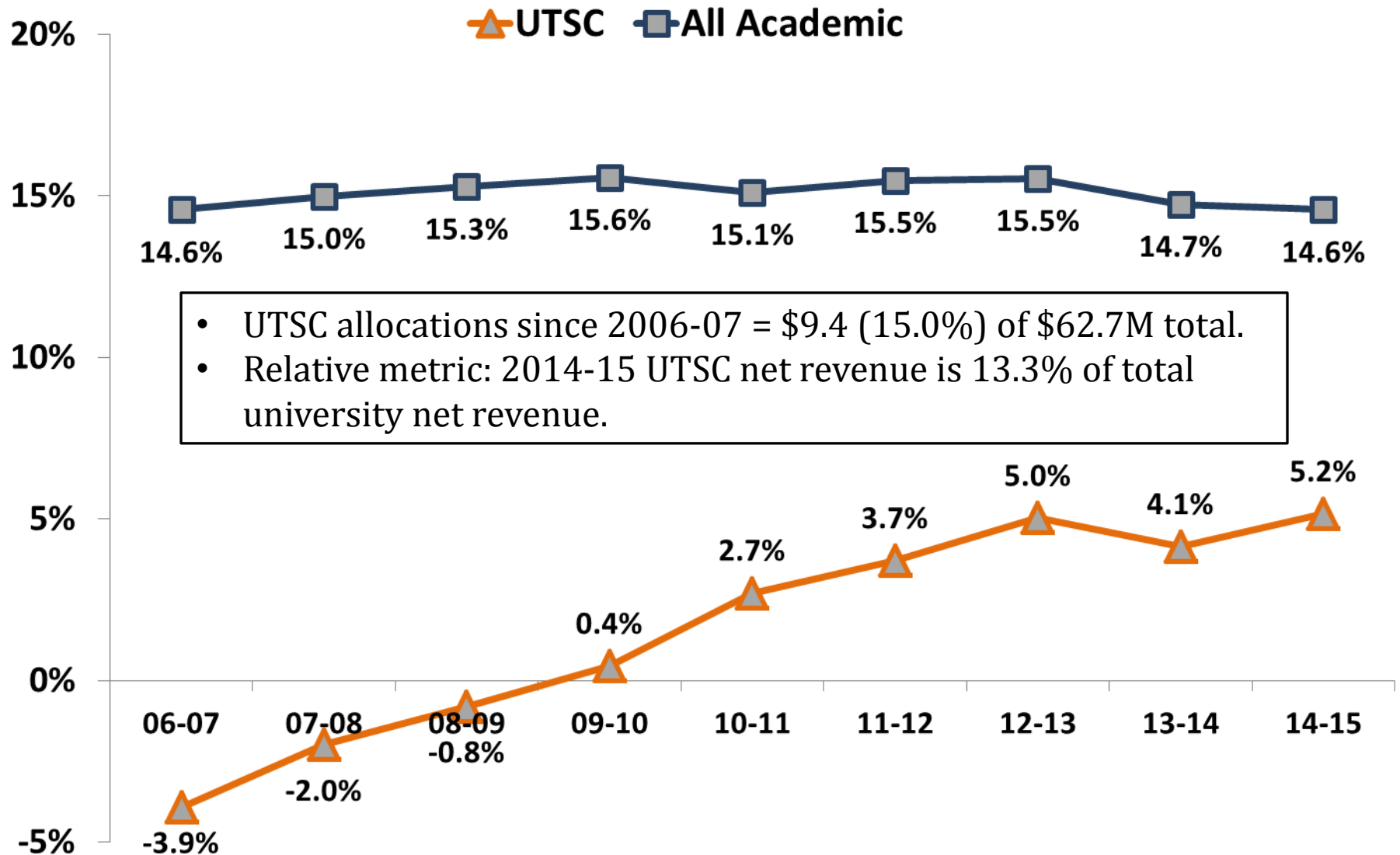


University Fund Allocations

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

UF Allocations as % of Expense Budget





2014-15 CAMPUS BUDGET

2014-15 Revenue Budget: UTSC

Sources of Funds (\$M)		% of revenue
Operating Grants	61.5	33%
Tuition	115.2	61%
Investment & Misc. Income	4.8	2.5%
Research Overhead	1.1	< 1%
Grants & Endow. for Aid	0.6	<1%
Attributed Revenue	183.2	97%
University Fund Allocation	5.7	3%
Total Sources of Funds	188.9	100%

2014-15 University-Wide Costs: UTSC

University-Wide Costs (\$M)	
Student-related UWC	18.3
Faculty-related UWC (incl. Pension)	10.5
Research-related UWC	1.4
Other UWC	0.5
Total University-Wide Costs	\$30.7

UTSC Must Also Fund Costs as a Campus

Campus Cost	2014-15
Occupancy	\$ 15.3M
Library	4.5M
Student Life	3.1M
Admin, Finance and HR	7.7M
Information Technology	2.4M
Total	\$ 33.1M

2014-15 Operating Budget: UTSC

Operating Budget Allocation (\$M)	
Attributed Revenue	183.2
Student Aid	(8.5)
University-wide Costs	(30.7)
Revenue Net of UWC	\$ 143.9
University Fund Allocation	5.7
Campus Operating Budget	\$ 149.7
Campus Costs	(23.8)
Academic Operating Budget	\$ 125.9

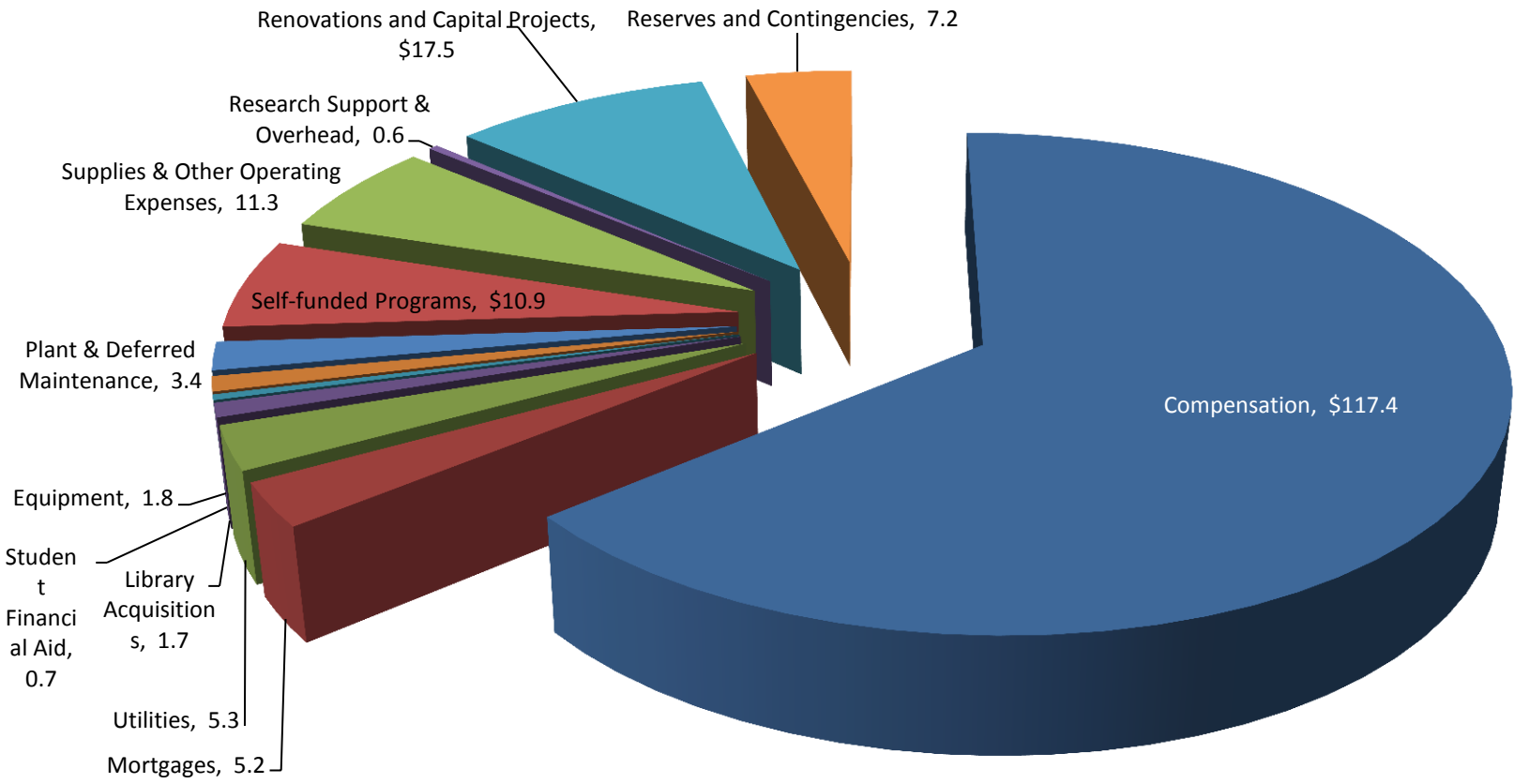
UTSC 2014-15 Budget by Expenditure Type

(in millions)

Net Revenue Attributed to UTSC	\$	149.7	82%
Divisional Revenues and Recoveries		33.4	18%
	\$	183.1	100%
Compensation	\$	117.4	64%
Mortgages		5.2	3%
Utilities		5.3	3%
Library Acquisitions		1.7	1%
Student Financial Aid		0.7	0%
Equipment		1.8	1%
Plant & Deferred Maintenance		3.4	2%
Self-funded Programs		10.9	6%
Supplies & Other Operating Expenses		11.3	6%
Research Support & Overhead		0.6	0%
Renovations and Capital Projects		17.5	10%
Reserves and Contingencies		7.2	4%
	\$	183.1	100%

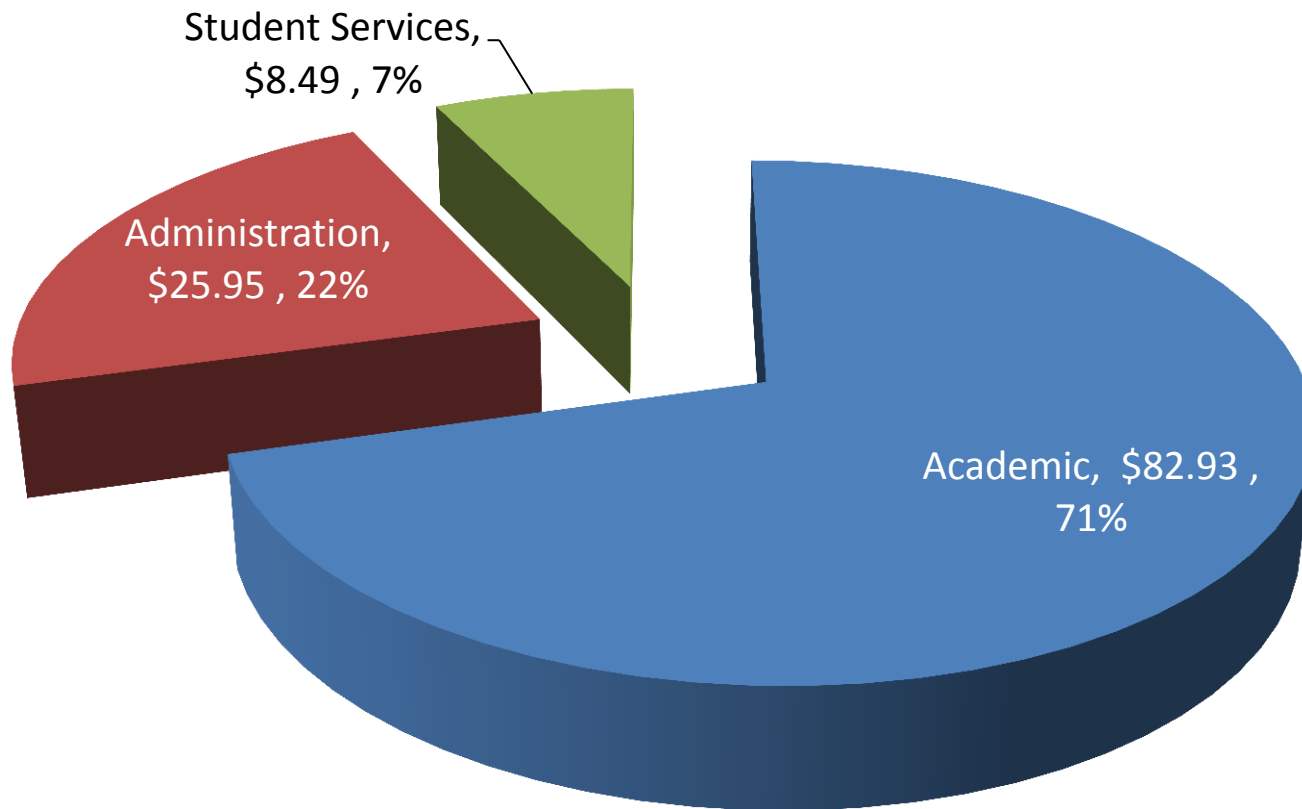
UTSC 2014-15 Budget by Expenditure Type

(in millions)

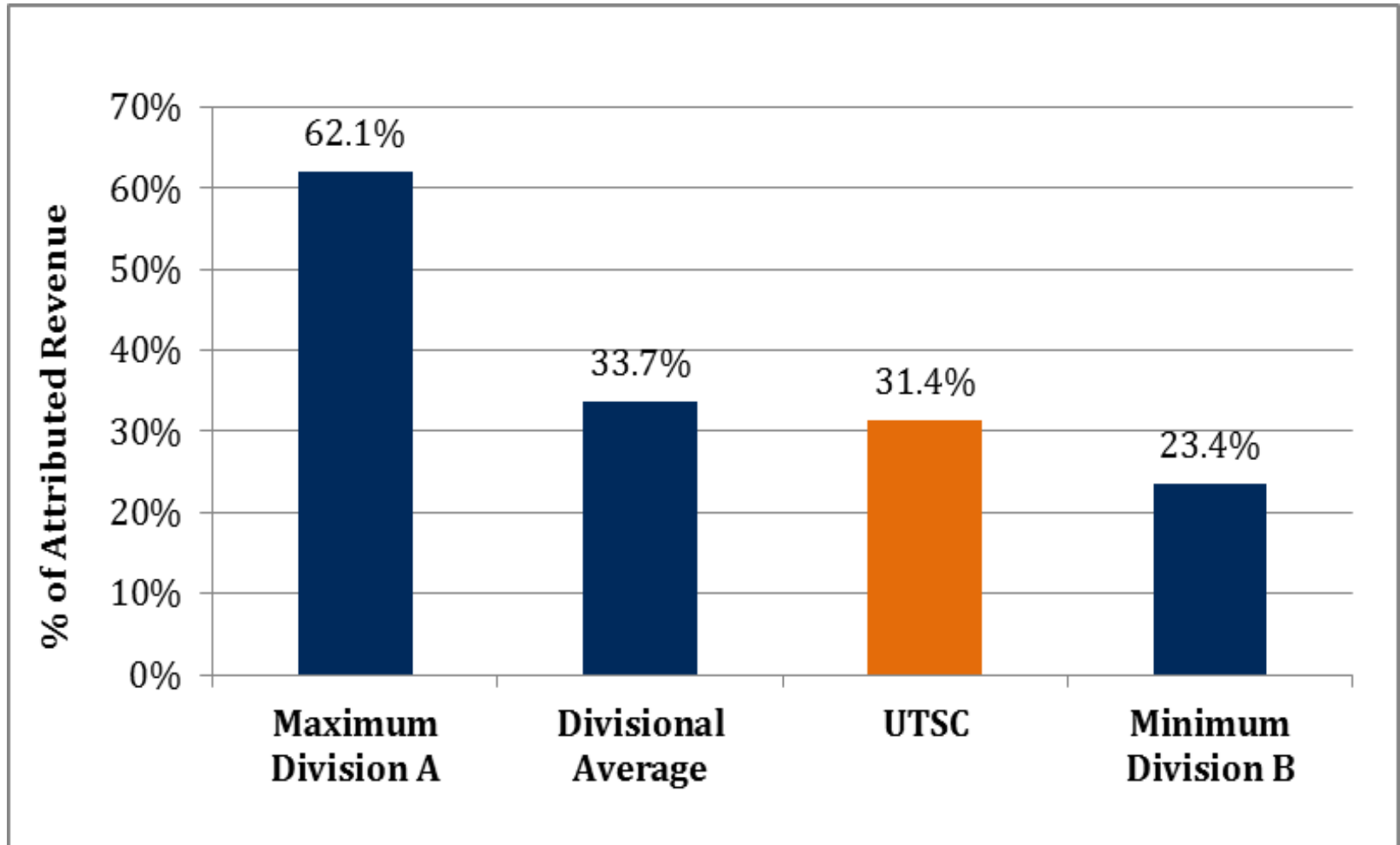


Compensation Breakdown

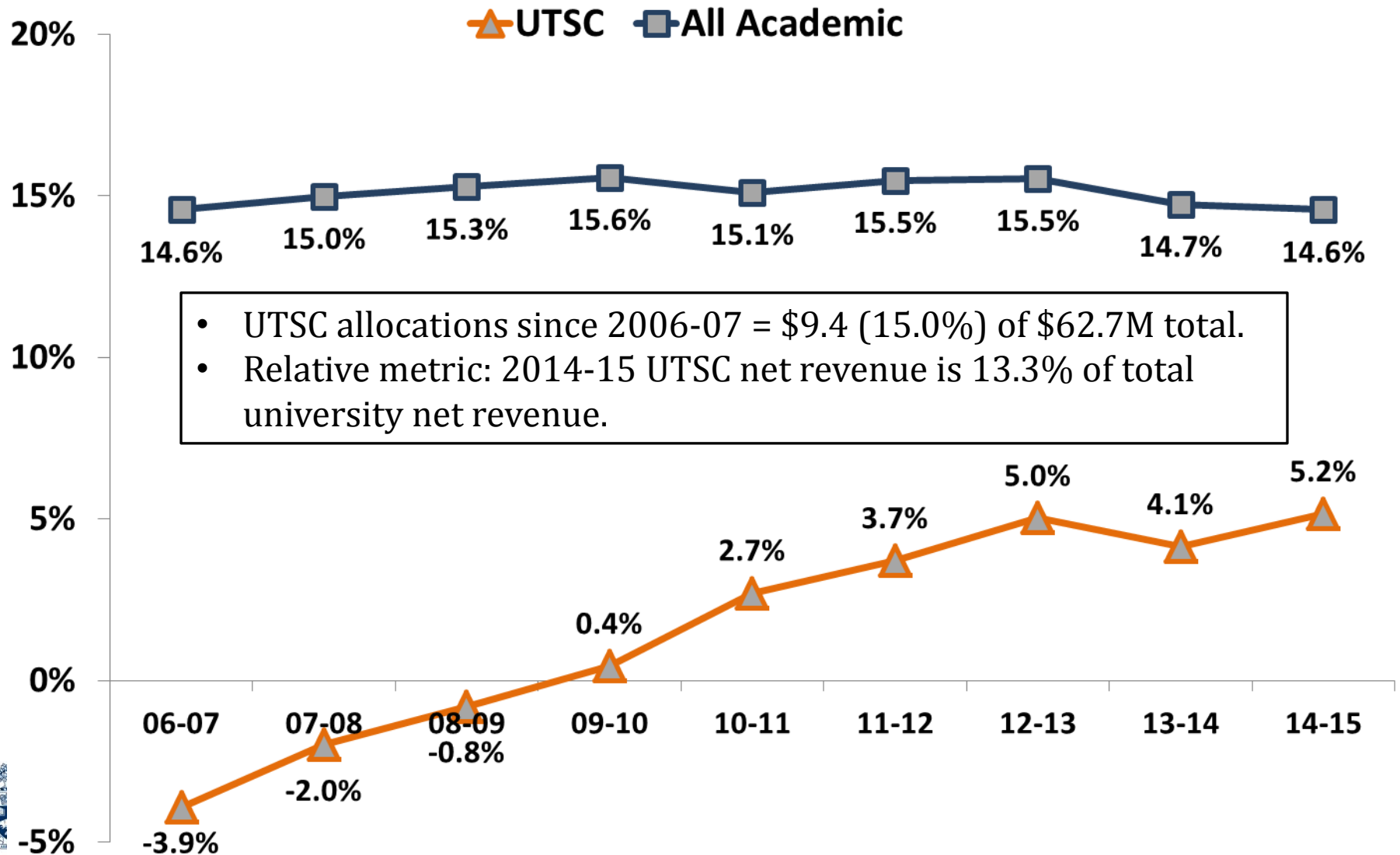
(in Millions)



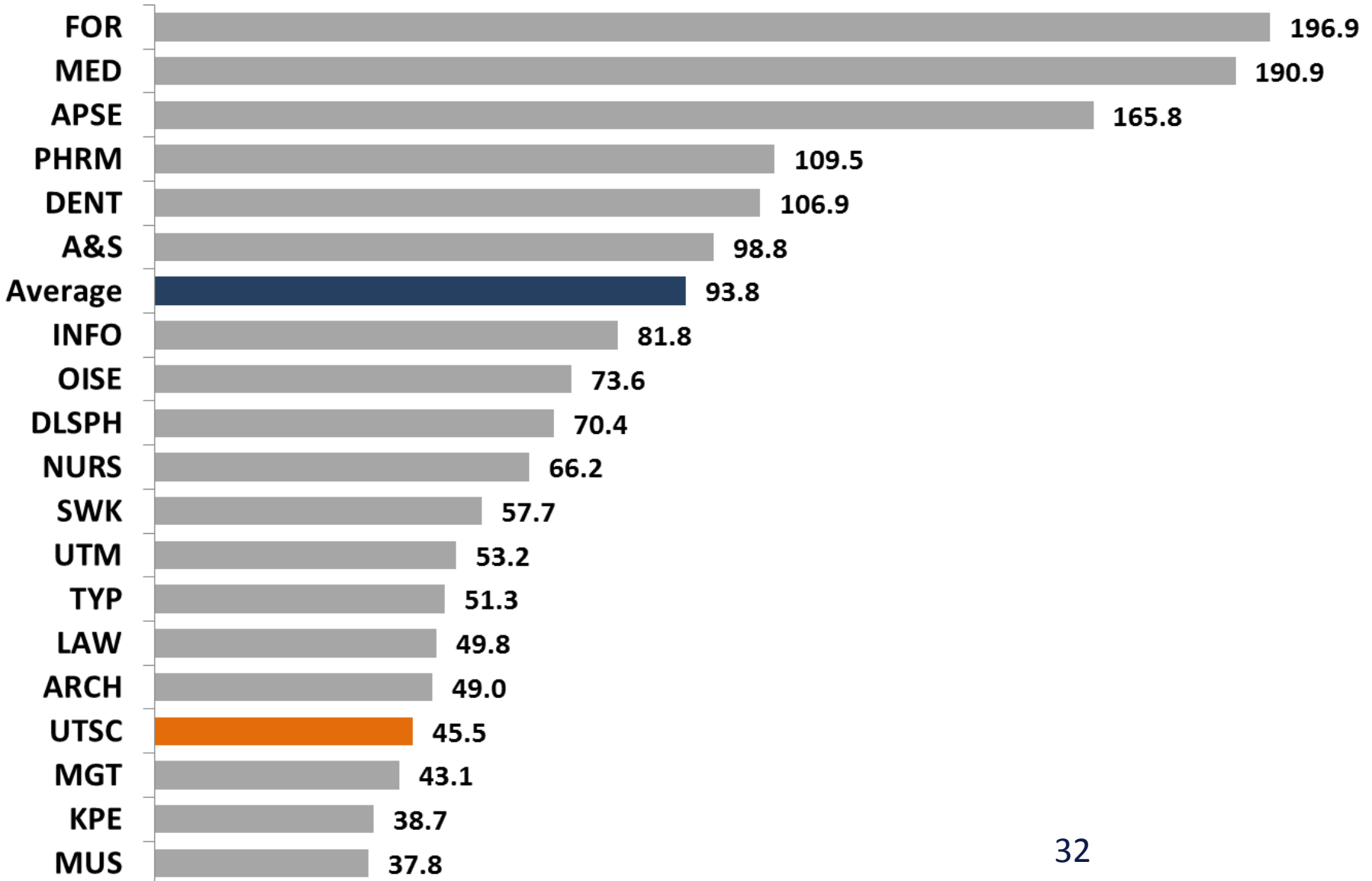
UTSC Cost Rates: with Campus Costs Included



UF Allocations as % of Expense Budget



Research and Office Space per Faculty FTE



2013-14 UTSC Undergraduate Enrolment

Area of Study	2013-14 FTE	% International
Arts & Humanities	1,934	9%
Social Sciences	2,945	12%
Management	1,417	50%
Life Sciences	1,224	4%
Other Sciences	2,159	20%
Total	9,680	16%

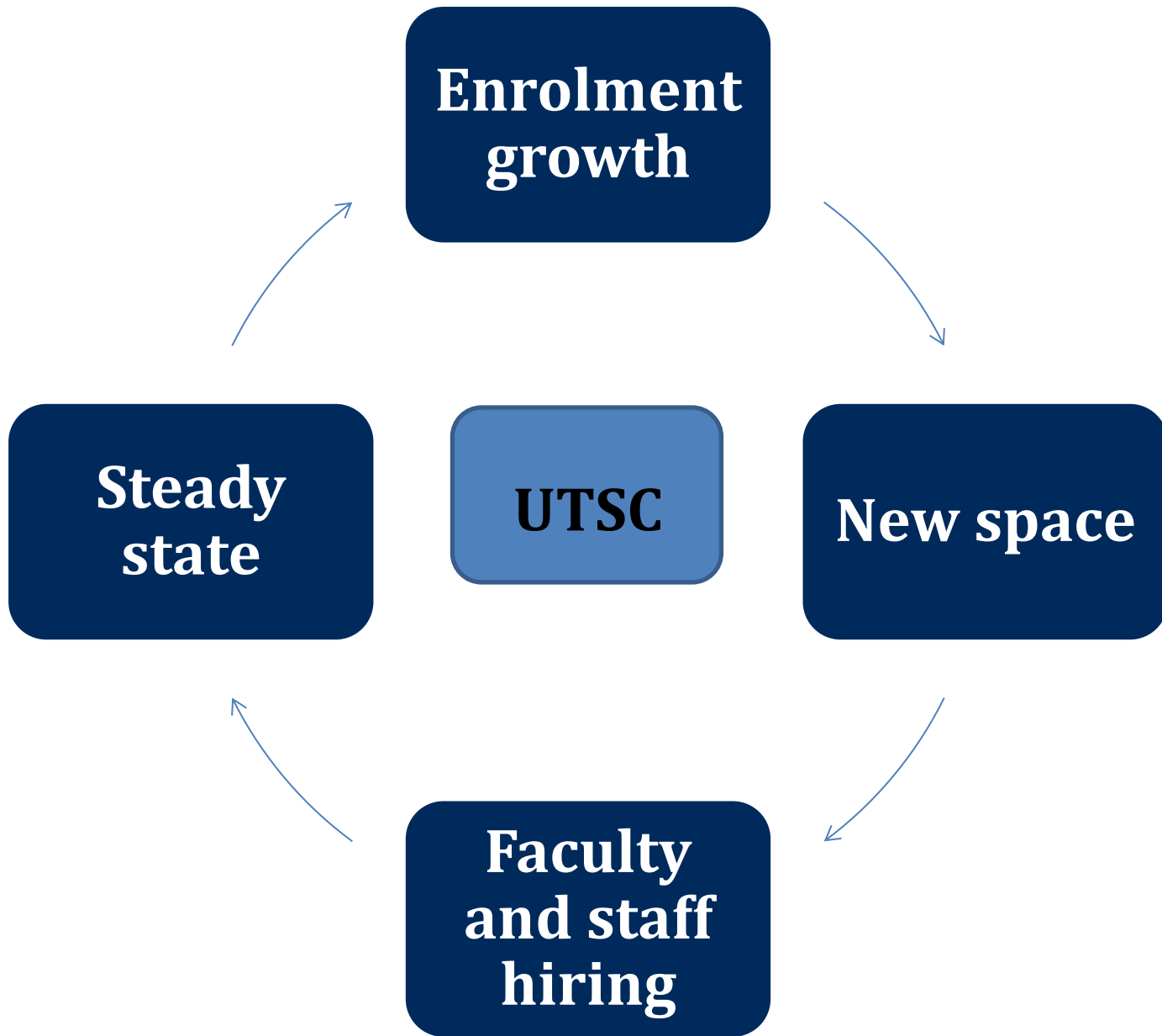
2013-14 UTSC Graduate Enrolment

Degree Type	2013-14 FTE	Projected 2018-19
Prof Masters (Env. Sci. and Brain Im.)	74	109
DS Masters UTSC (Psych)	5	10
DS Masters tri-campus *	21	n/a
PhD UTSC (Psych and Env. Sci.)	35	82
PhD tri-campus *	81	n/a
Total	216	

*** 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



In Summary

Declining provincial support

Campus expansion

Differentiation/graduate

International enrolment risk

Structural budget challenge

Decisions matter