

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 7 OF THE CAMPUS COUNCIL

October 15, 2014

Mr. Mark Krembil ,Vice-Chair
Ms Shirley Hoy, Vice-Chair of the
Governing Council
Professor Bruce Kidd, Interim Vice-
President and Principal
Mr. Preet Banerjee
Mr. Harvey Botting
Mr. Asher Chohan
Mr. Ommer Chohan
Ms Kathy Fellowes
Mr. Mark Frimpong
Ms Sue Graham-Nutter
Dr. Brian Harrington
Ms Marilyn Kwan
Ms Nancy Lee
Ms Permjit (Pam) Mann
Mr. Hussain Masoom
Mr. Moataz S. Mohamed
Ms Susan Murray
Mr. George Quan Fun

Mr. David Shim
Professor Andre Simpson
Ms Elaine Thompson
Mr. Andrew Arifuzzaman, Chief
Administrative Officer
Professor Rick Halpern, Dean and Vice-
Principal (Academic)

Secretariat:

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

Regrets:

Professor Suzanne Erb
Professor William A. Gough
Mr. John Kapageridis
Dr. Elaine Khoo
Dr. Christopher Ollson

In attendance:

Professor Malcolm Campbell, Vice-Principal Research, UTSC

Ms Liza Arnason, Director, Student Life
Ms Helen Morissette, Director, Financial Services
Ms Michelle Verbrugge, Director, Student Housing & Residence Life

Mr. Tahsin Chowdhury, President, Scarborough Campus Students' Union (SCSU)
Mr. Kaleab Mulatu, Vice-President, Operations, SCSU

1. Chair's Remarks

The Vice-Chair introduced himself by teleconference and welcomed members and guests to the first meeting of the UTSC Campus Council for the 2014-15 governance year. He reported that neither he nor Professor William Gough was able to Chair the meeting in person, and requested that the Council vote on the election of a Presiding Officer *pro tempore*, as per section 6 of By-law Number 2. Ms Sue Graham-Nutter, Chair of the Campus Affairs Committee, was nominated and the Council voted in favour of Ms Sue Graham-Nutter being the Presiding Officer.

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT Ms Sue Graham-Nutter act as the Presiding Officer, *pro tempore*, for the meeting of the UTSC Campus Council on Wednesday, October 15, 2014.

2. Report of the Vice-President & Principal

The Chair invited Professor Bruce Kidd, Interim Vice-President and Principal to give his report. He introduced Mr. Tahsin Chowdury, President of the Scarborough Campus Students' Union (SCSU).

a. Introduction of new Scarborough Campus Students' Union (SCSU) Executives for 2014-15

Mr. Chowdury's presentation included: an overview of the SCSU mandate, its organizational structure, priorities and significant accomplishments.

b. Celebrating the 50th Anniversary of UTSC

Professor Kidd reported on U of T's institutional priorities and on the strategic plan priorities for UTSC in 2014-15. He advised that emphasis would be placed on academic planning, increasing enrollment which would require recruitment and capital expansion. He also indicated that items of major focus for the coming year were the 50th anniversary of UTSC, the Pan-Am/Para Pam-Am Games, and ensuring stable leadership.

A member asked about enrollment strategies using recruitment initiatives in neighbouring municipalities. Professor Rick Halpern, Dean and Vice-Principal (Academic) reported that current recruitment efforts were being made in the North (York) and East (Durham), noting the population growth in those regions.

In response to a question from a member, Professor Kidd reported that advertising for the 50th anniversary of UTSC would continue in the local community through the Fall in local media, roadway banners and most importantly, to the alumni community.

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 Council. The presentation¹ highlighted the following:

- Overview of the Governing Council ,its Boards and Committees, and the unicameral system of governance;
- Expectations of members;
- Local decision making;
- Governance pathways;
- Role of the Administration, Assessors and the Secretariat; and
- Meeting preparation.

4. Calendar of Business, 2014-15

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 would be updated regularly. In addition, she highlighted that the approval pathways for particular items were outlined in the Calendar.

5. Committee to Review the UTM and UTSC Campus Councils (CRCC): Consultation

Ms Shirley Hoy, Vice-Chair of the Governing Council and Chair of the Committee to Review the UTM and UTSC Campus Councils (CRCC) provided the Council with an update on the activity of the CRCC. She reported that the Committee had been 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. Ms Hoy added that the Committee was charged with making recommendations which would enhance the ability of the Campus Councils and their Committees to execute their respective mandates. She advised the Council that the call for submissions recently closed and that report back sessions would be held at UTM and UTSC in early November. She closed by stating that the report of the CRCC was expected to be considered by the Governing Council for approval at its meeting on December 11, 2014.

6. Presentation: UofT Integrated Budget (Mr. Andrew Arifuzzaman, Chief Administrative Officer)

¹ Orientation Presentation

The Chair invited Mr. Andrew Arifuzzaman, Chief Administrative Officer, to present the UofT Integrated Budget. The presentation² addressed the following main points:

- The context for the budget included: \$12 billion provincial deficit, low interest rates, declining Canadian dollar, differentiation, tuition framework, declining public investment and internationalism.
- 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.
- 10% of general revenues were distributed via the University Fund (UF) based on academic plans and institutional priorities.
- 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 primarily made up of compensation costs and capital projects/ renovation projects.
- UTSC had the fourth lowest level of faculty research and office space per full-time equivalent (FTE) with 45.5 net assignable square metres (nasms) compared to the UofT institutional average of 93.8 nasms.
- Long range undergraduate enrollment figures at UTSC were expected to increase by 1,859 students by 2018 with a total of 11, 539 undergraduate students enrolled at UTSC.

A member asked how the faculty research and office space figures compared to student space, and Mr. Arifuzzaman explained that students' space was similarly lacking, and that UTSC had a general space deficit. Mr. Arifuzzaman reported that even with the construction of the new Environmental Science & Chemistry Building, space needs would continue to be a challenge because of anticipated growth.

A member commented on efforts to reduce costs and Mr. Arifuzzaman reported that in Cycle 3, the Council would receive the overview of the proposed campus operating budget for information which would contain more details on the matter.

7. Report of the Previous Meeting: Report Number 6 - Wednesday, May 28, 2014

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

8. Business Arising from the Minutes of the Previous Meeting

² UofT Integrated Budget Process presentation

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

9. Reports for Information

Reports Number 6 of the UTSC Agenda Committee, UTSC Academic Affairs Committee and UTSC Campus Affairs Committee were approved.

10. Date of the Next Meeting – Wednesday, December 3, 2014

The Chair reminded members that the next scheduled meeting of the Council was on Wednesday, December 3, 2014 at 4:00 p.m. in the University of Toronto Scarborough Council Chamber, Arts and Administration Building, Room AA160.

11. Question Period

No questions were raised.

12. Other Business

No other business was raised.

The meeting adjourned at 6:07 p.m.

Secretary

Chair



University of Toronto Scarborough Campus Council Orientation

October 15, 2014



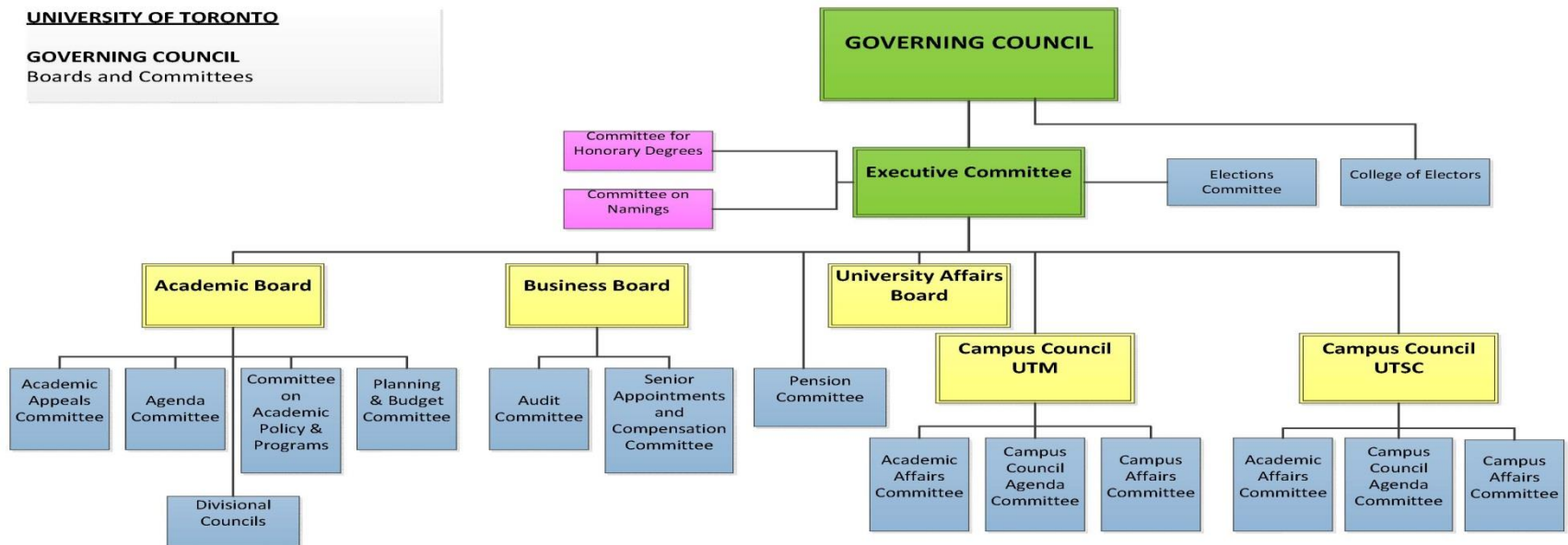
UNIVERSITY OF
TORONTO

OFFICE OF THE GOVERNING COUNCIL

UofT Governing Council Organizational Chart

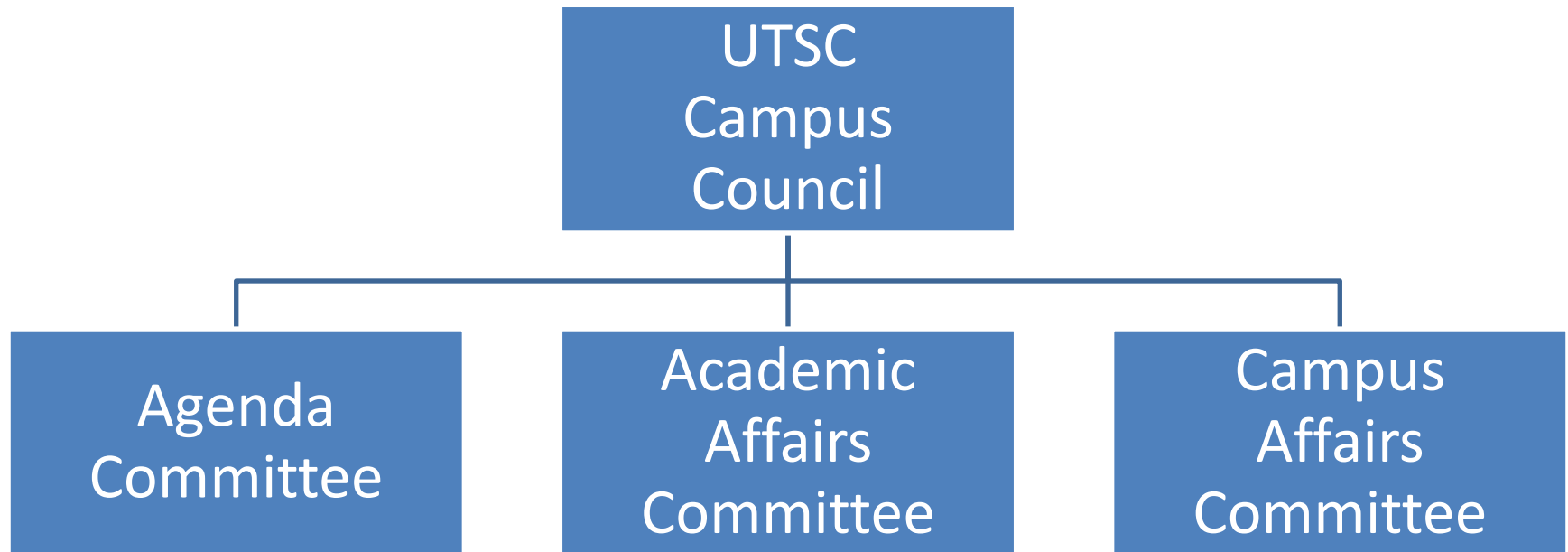
UNIVERSITY OF TORONTO

GOVERNING COUNCIL
Boards and Committees



GC/GC-Boards-Committees-with-Campus-Councils_Sep.1.2013.pdf

The UTSC Campus Council and its Standing Committees



UTSC Campus Council

- Campus Councils: comparable to the Boards of Governing Council and comprise representatives of the five estates; oversight of campus-specific matters.
- 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.



Expectations of Council 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.

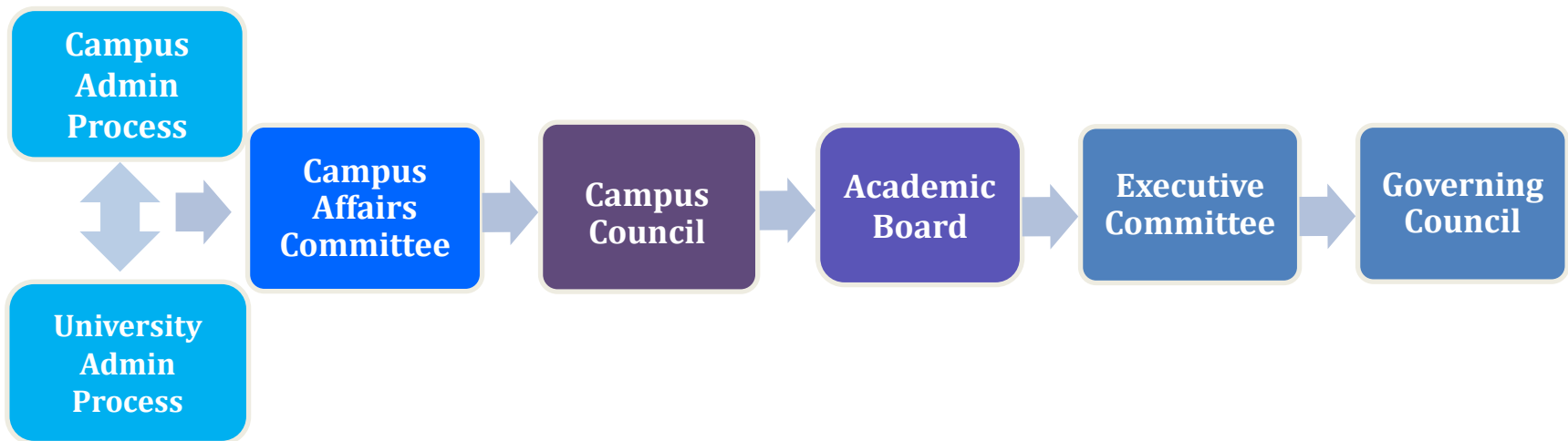


Local decision-making

- Council 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, with advice.
- Motions can be approved, recommended for approval or confirmation.
- Final body of consideration at campus level with Executive Committee confirmation; recommends certain items to Academic Board and the Governing Council.



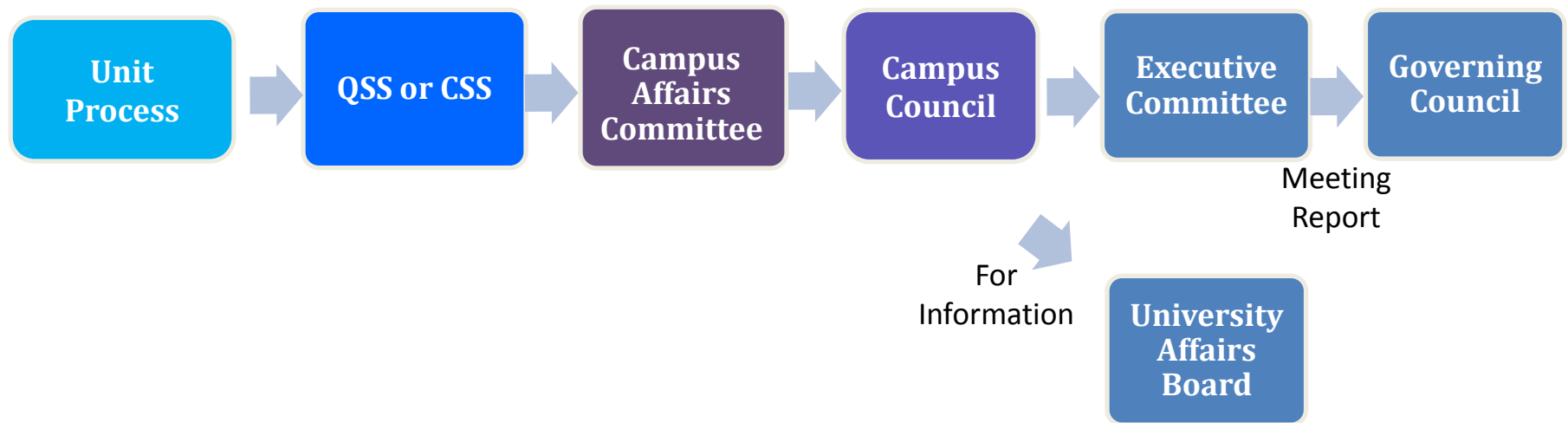
Establishment of an Academic Unit (EDU A or EDU B)



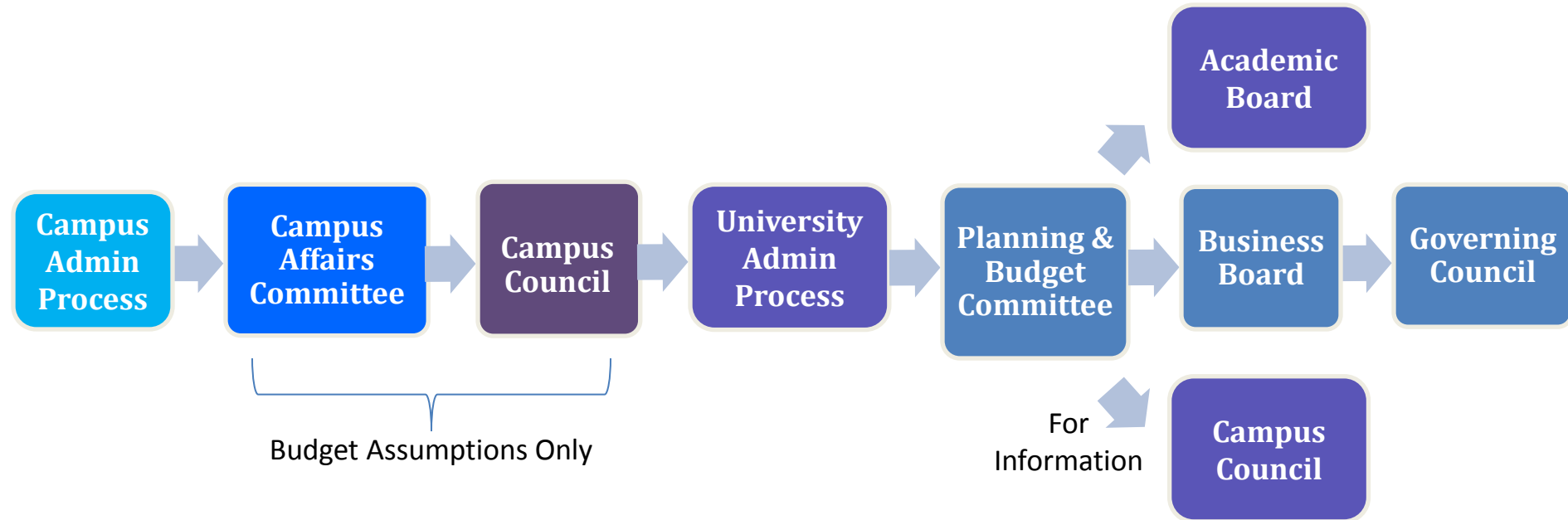
Approval of Capital Project (Level 3)



Compulsory Non-Academic Incidental Fees



Budget



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.
- Assessors bring forward proposals from the administration for consideration. They also provide reports for information.

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.
- The UTSC Agenda Committee is responsible for preparing the agenda for UTSC Council meetings.

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.

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

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

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”.



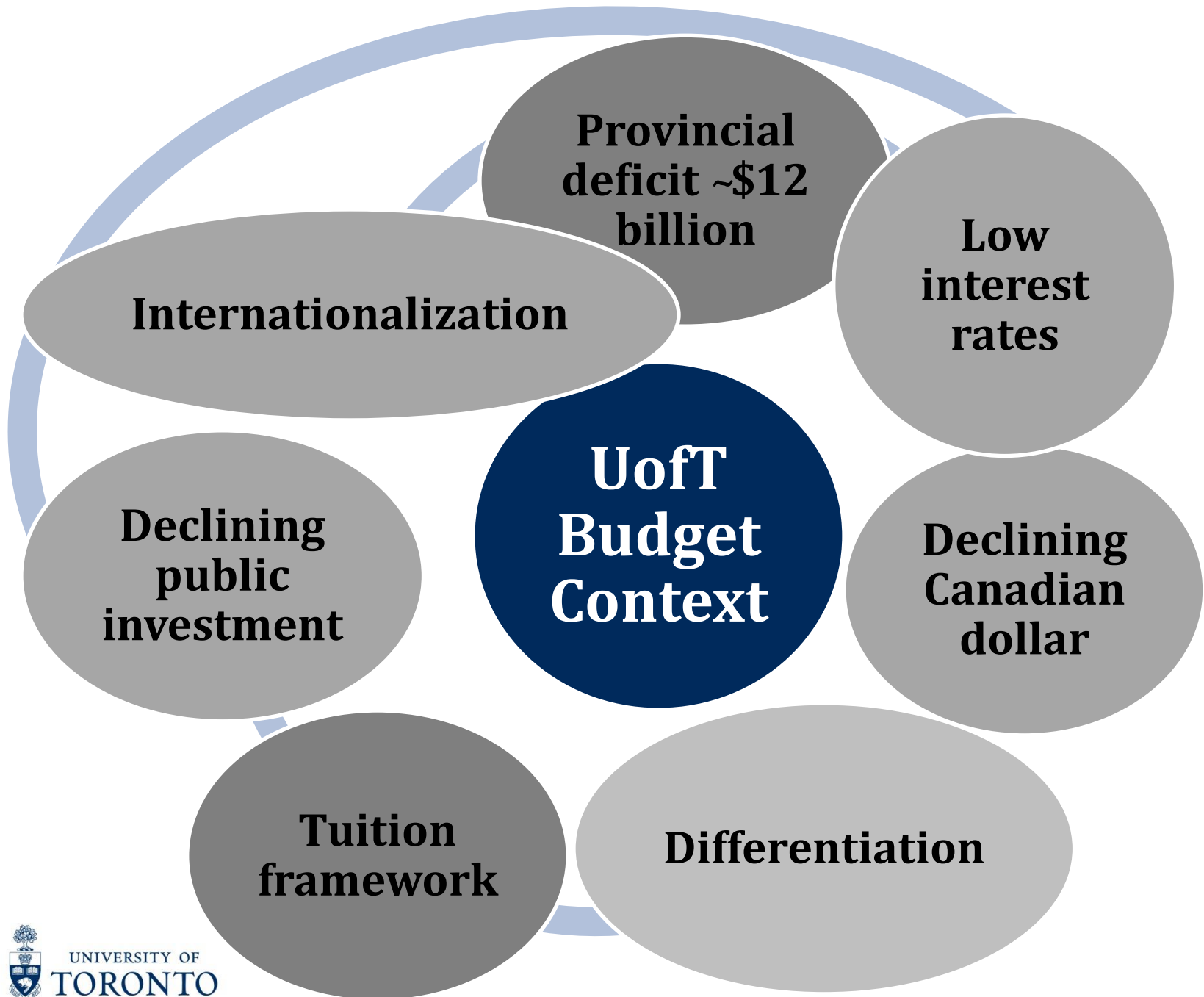


Questions

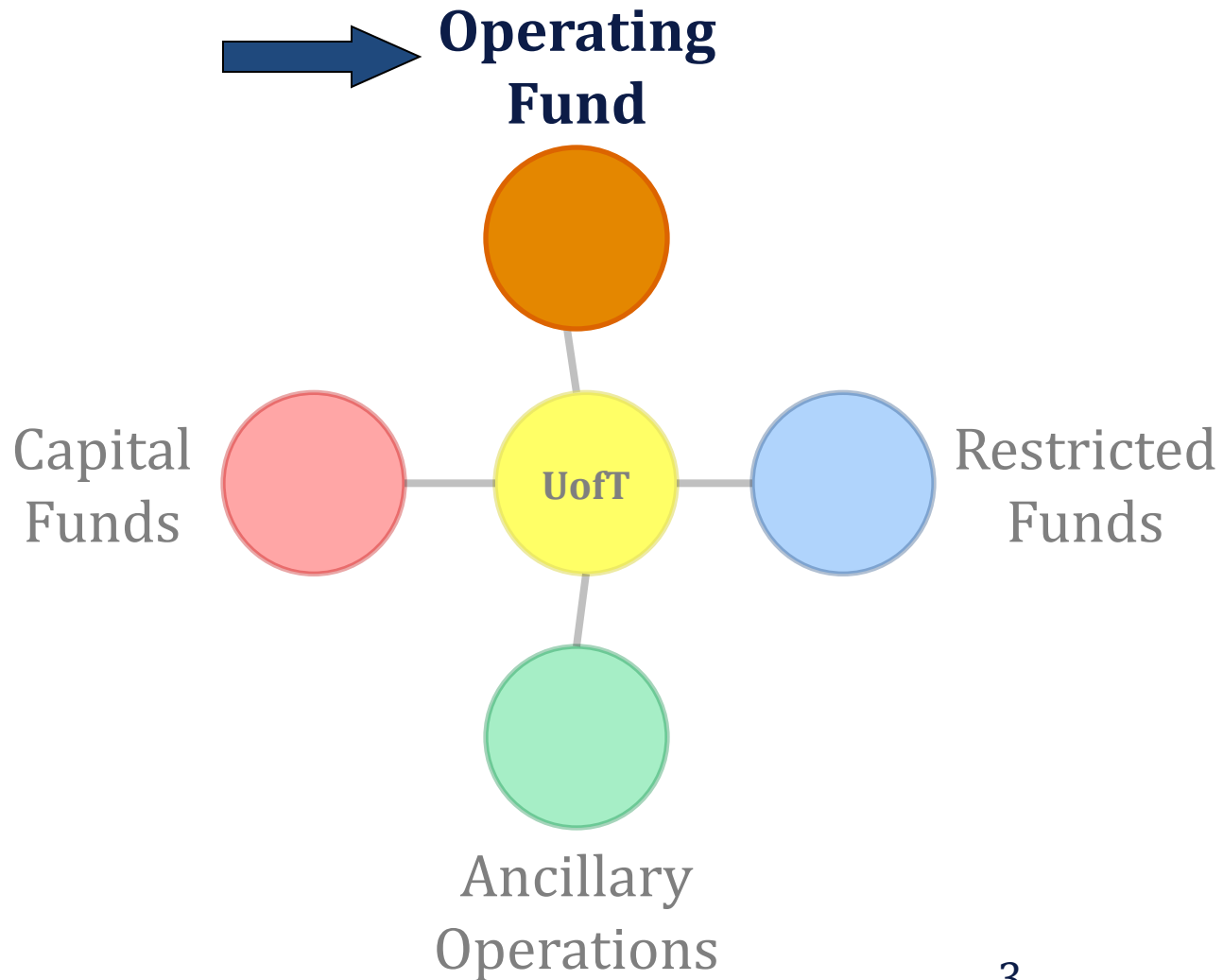


Campus and Institutional Operating Budget

UTSC Campus Council
October 15, 2014

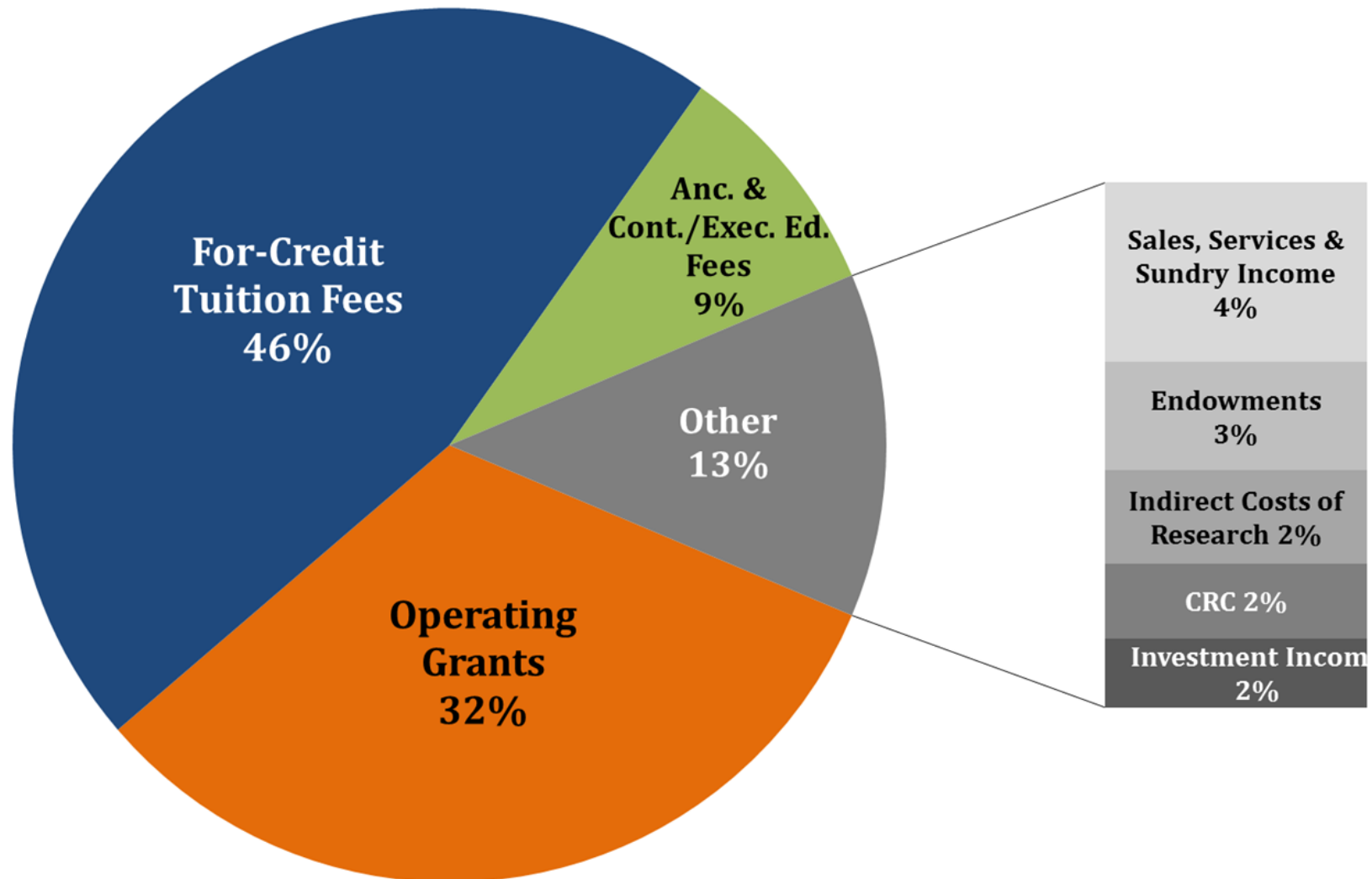


The 4 Funds

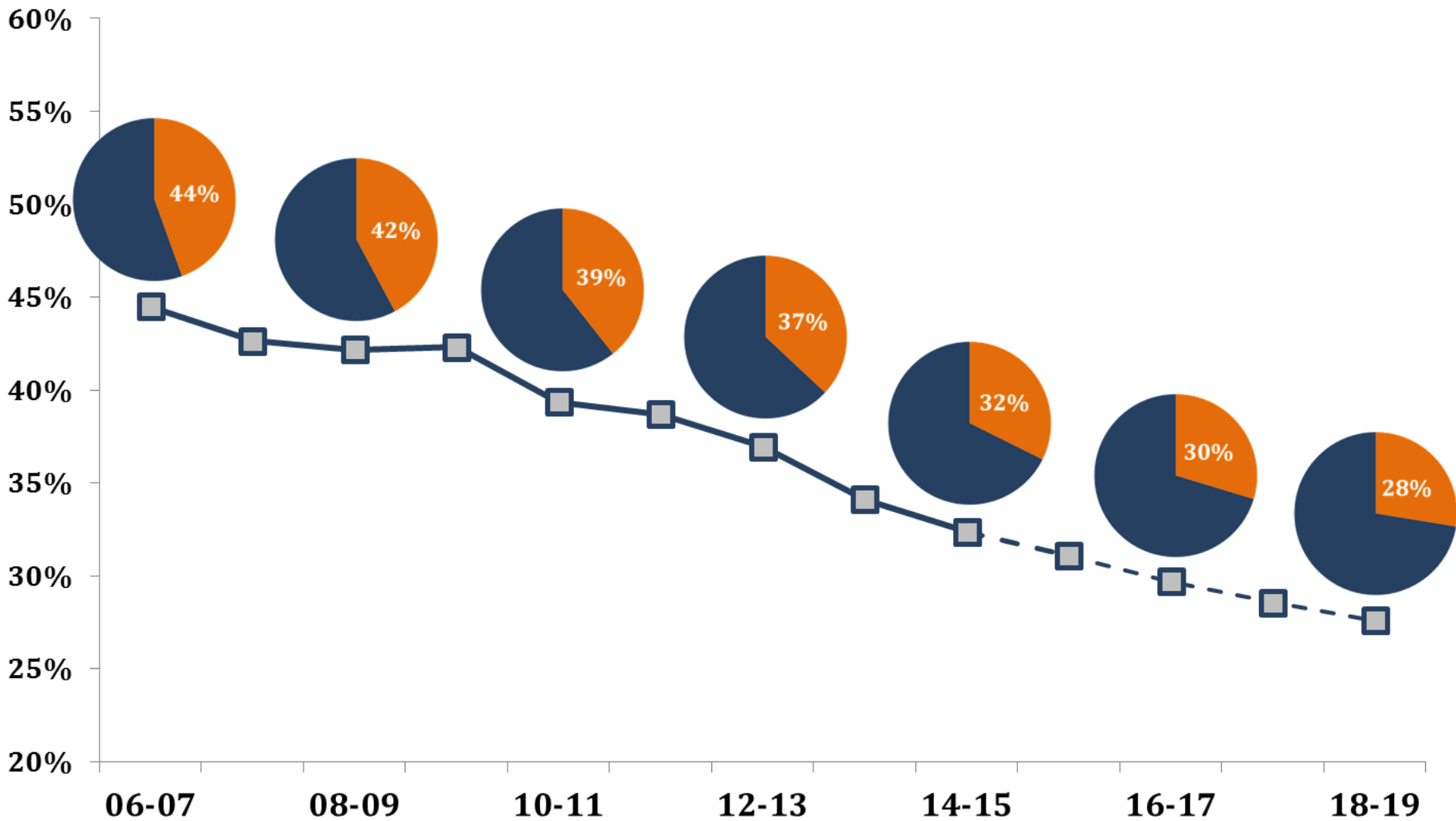


2014-15: a Balanced Budget

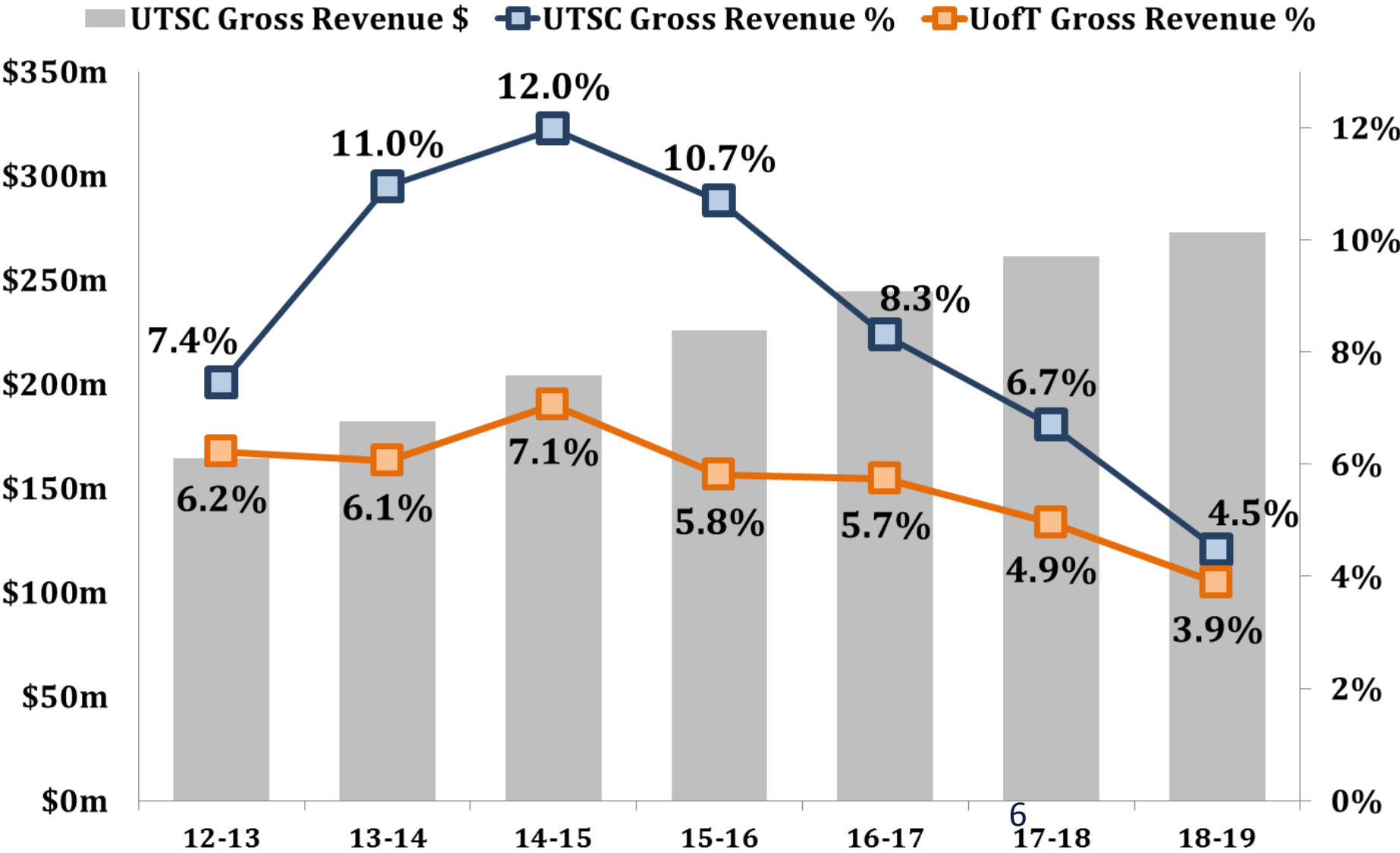
Revenue \$2.0 billion



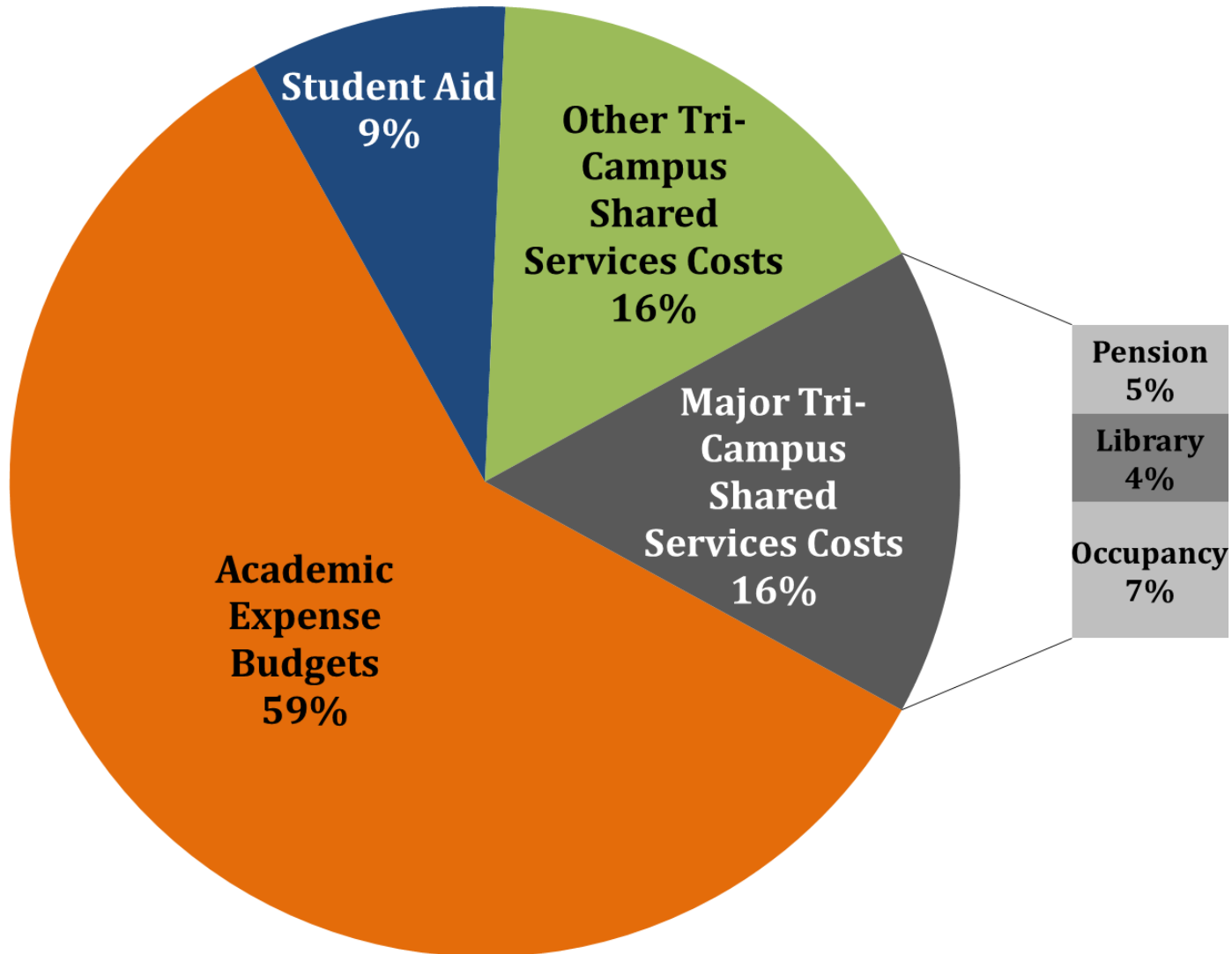
Provincial Operating Grant as a Share of Total Operating Revenue



Revenue Growth at UTSC



2014-15 Expenditure \$2.0 billion

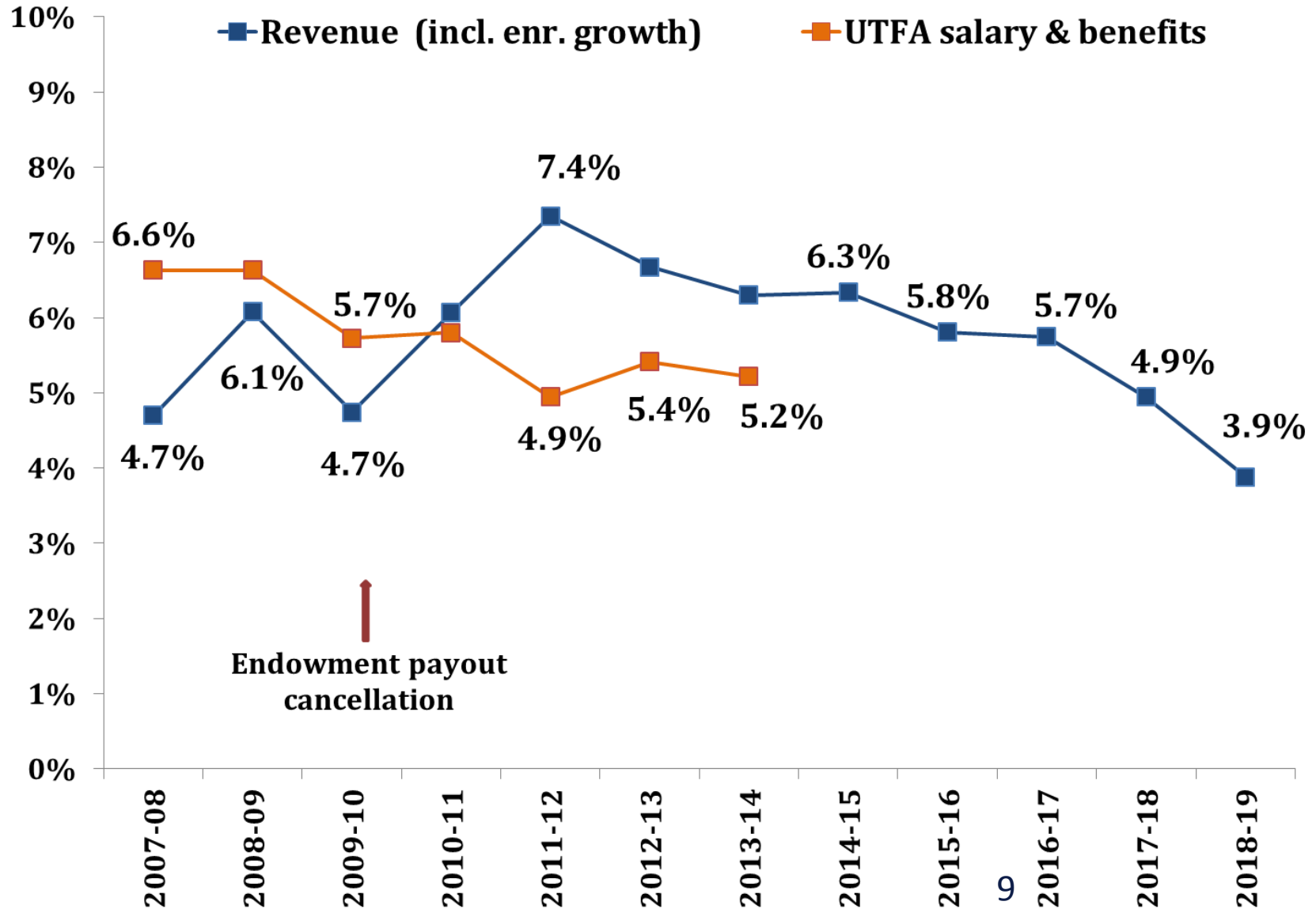


Structural Budget Challenge at Steady State

	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

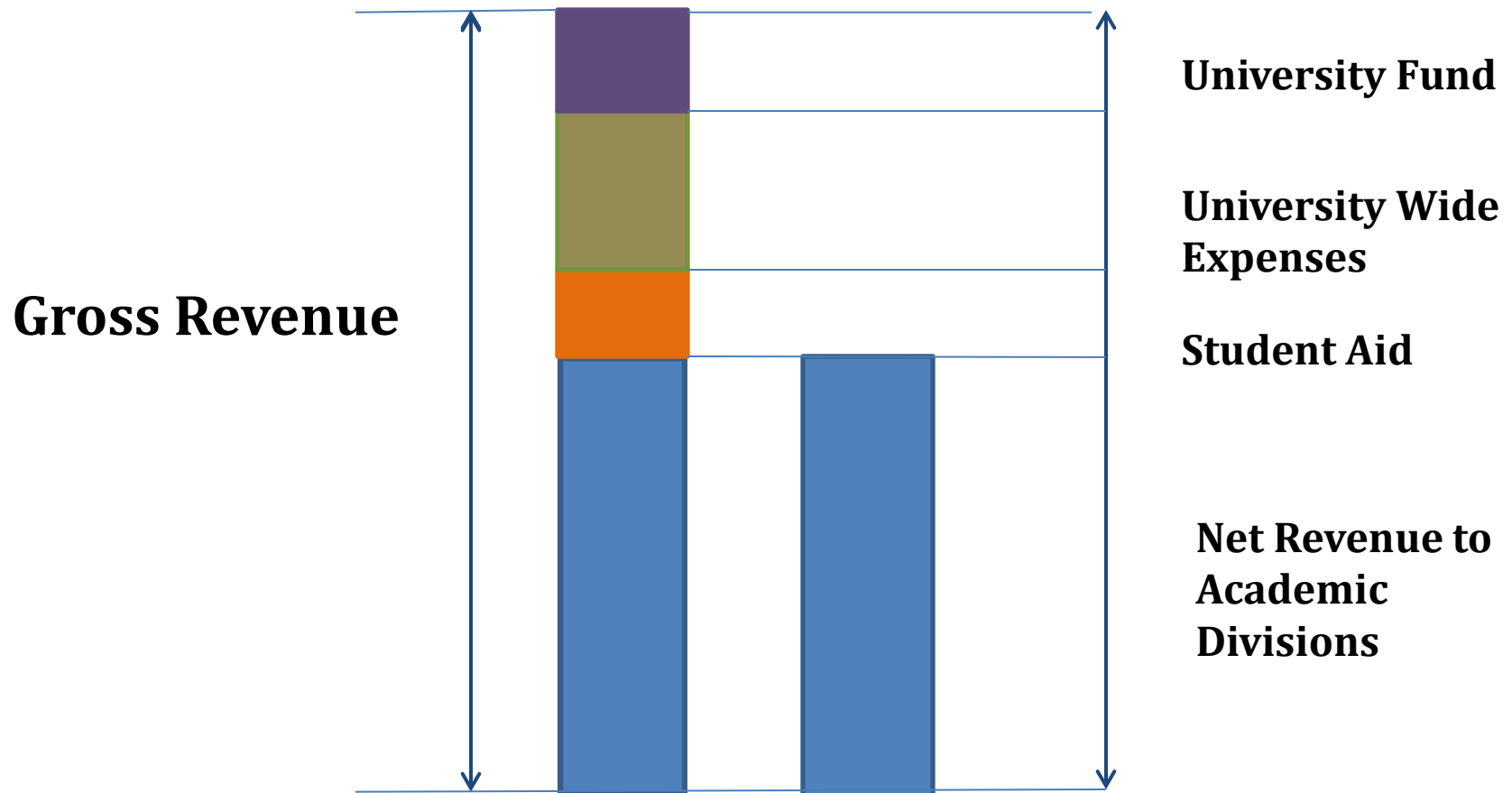
Revenue vs. UTFA Salary and Benefits



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

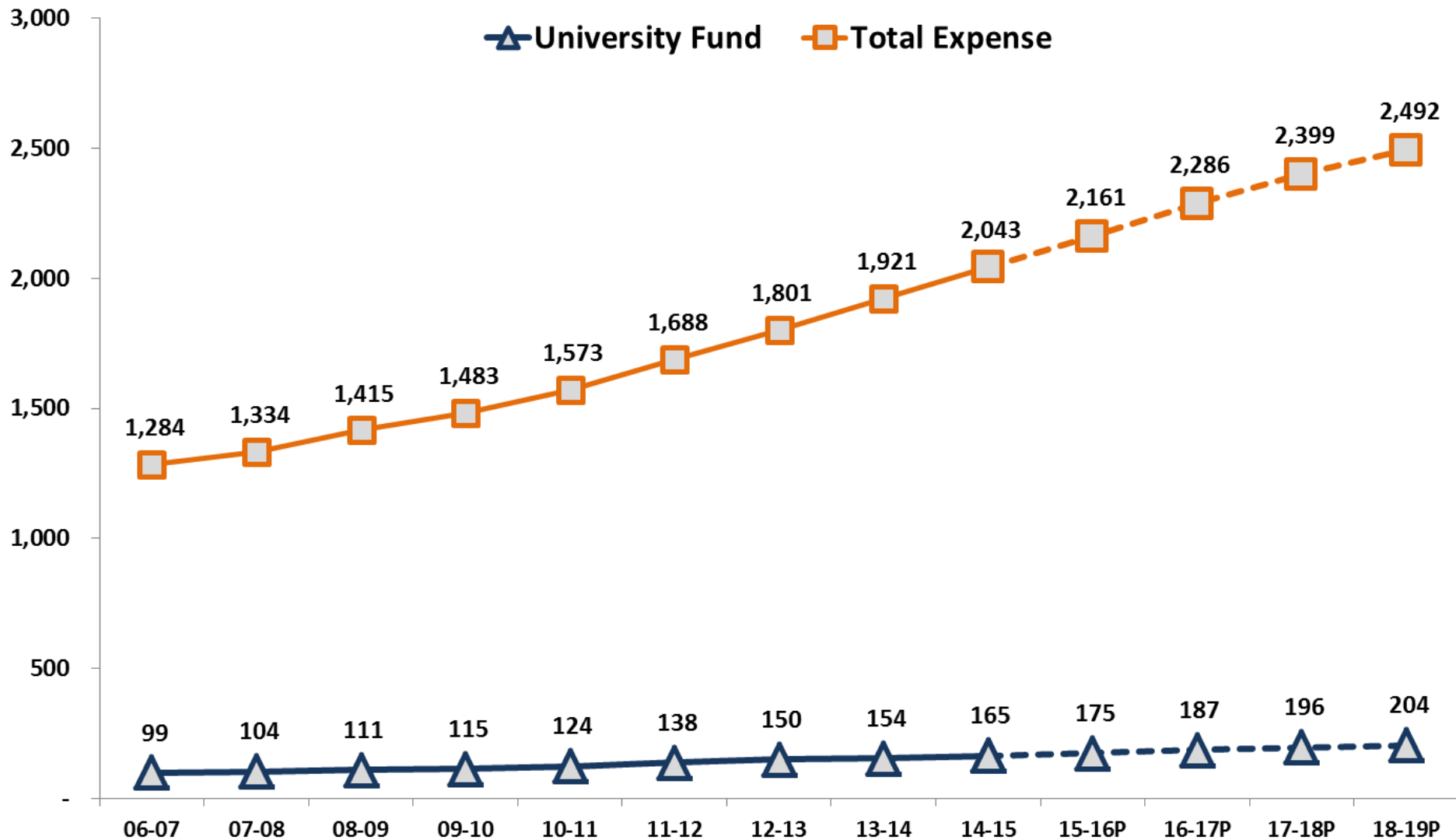
Net Revenue to Academic Divisions



University Fund

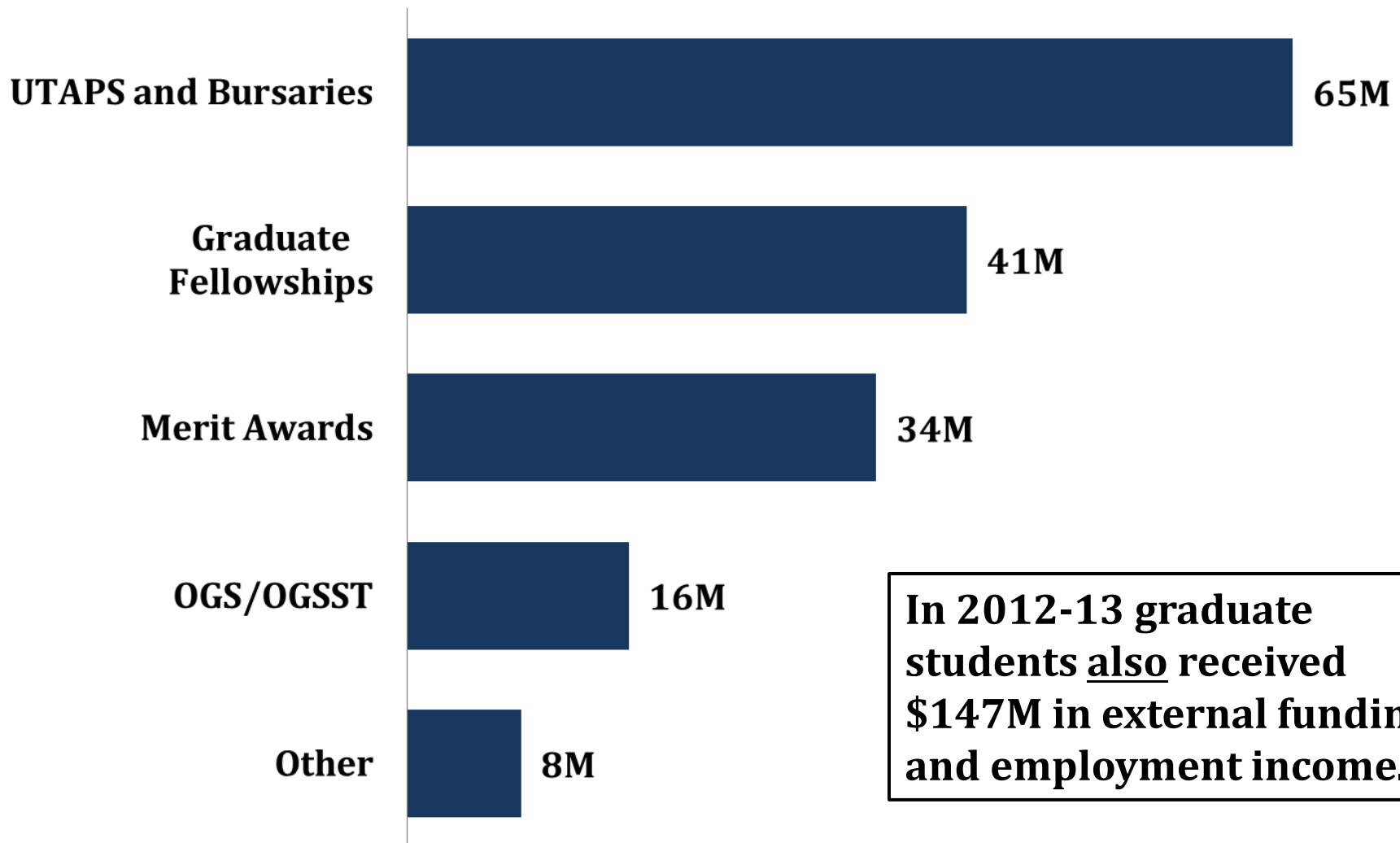
- Created by a 10% deduction from gross revenues, excluding segregated funds
- Intended to strengthen quality and provide stability, consistent with academic priorities
- Allocations based on academic plans and institutional priorities; not tied to revenues and costs

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



University of Toronto Student Assistance 2012-2013

Total = \$164M

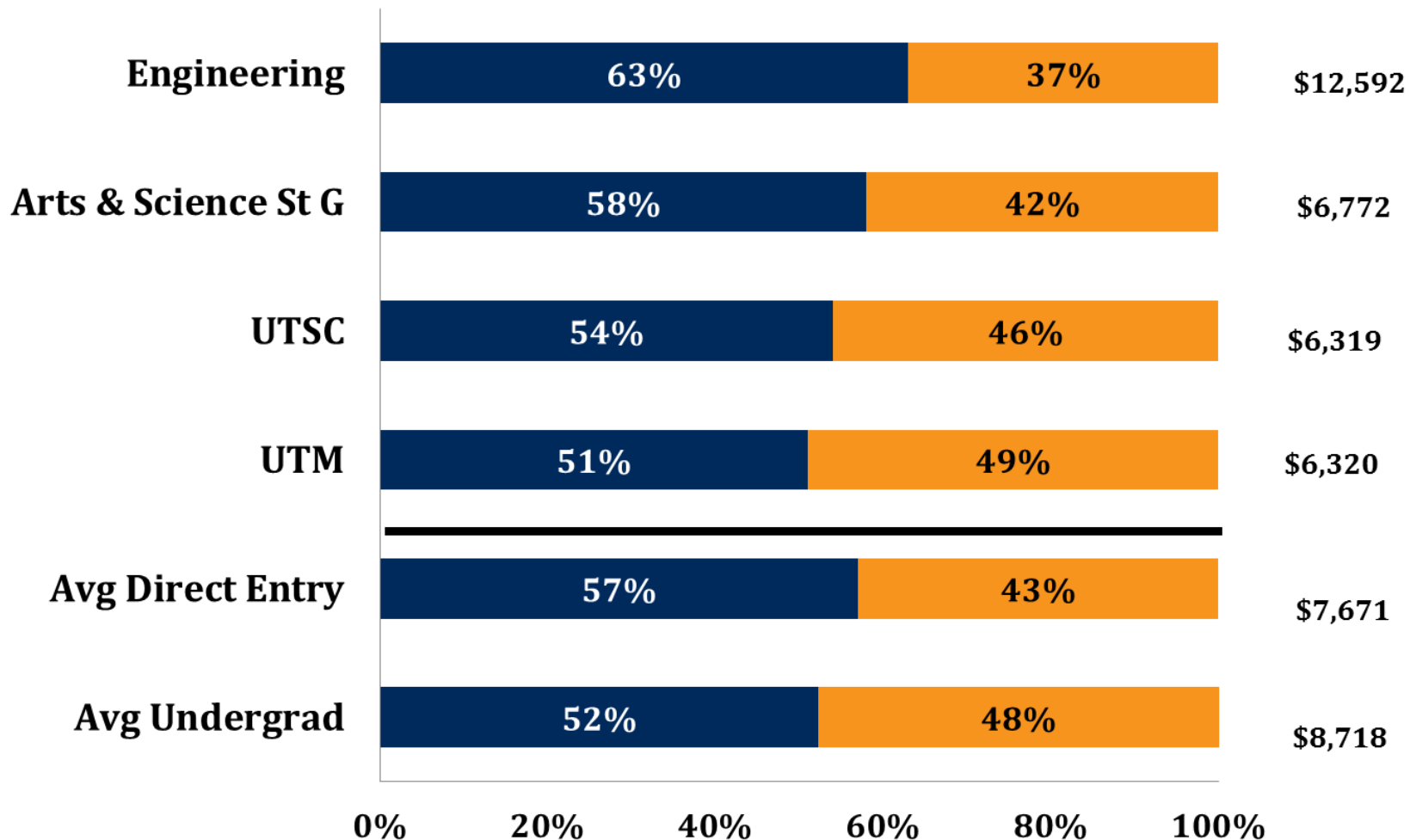


In 2012-13 graduate students also received \$147M in external funding and employment income.

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**

IT Upgrades

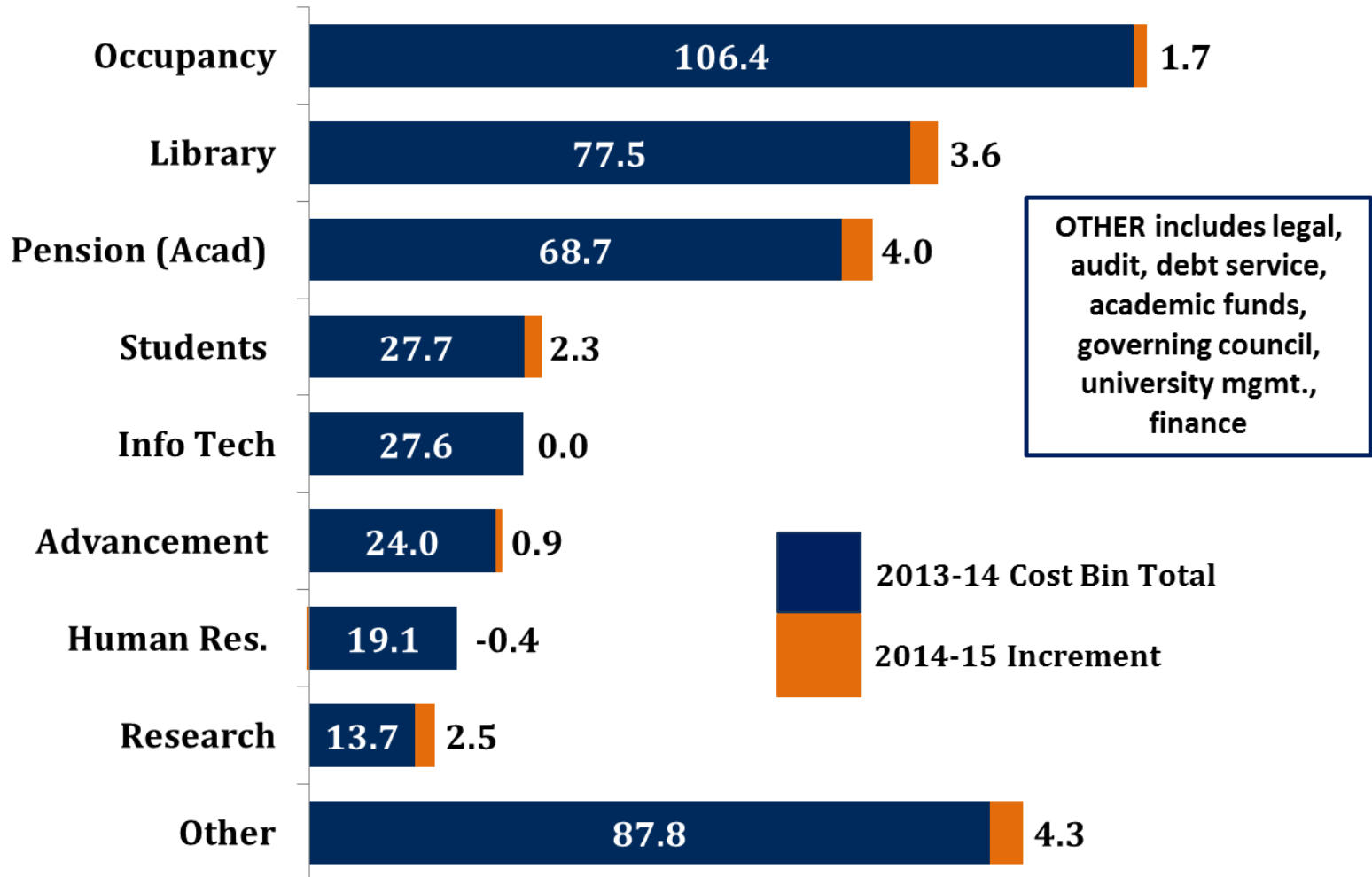
**Copyright
compliance**

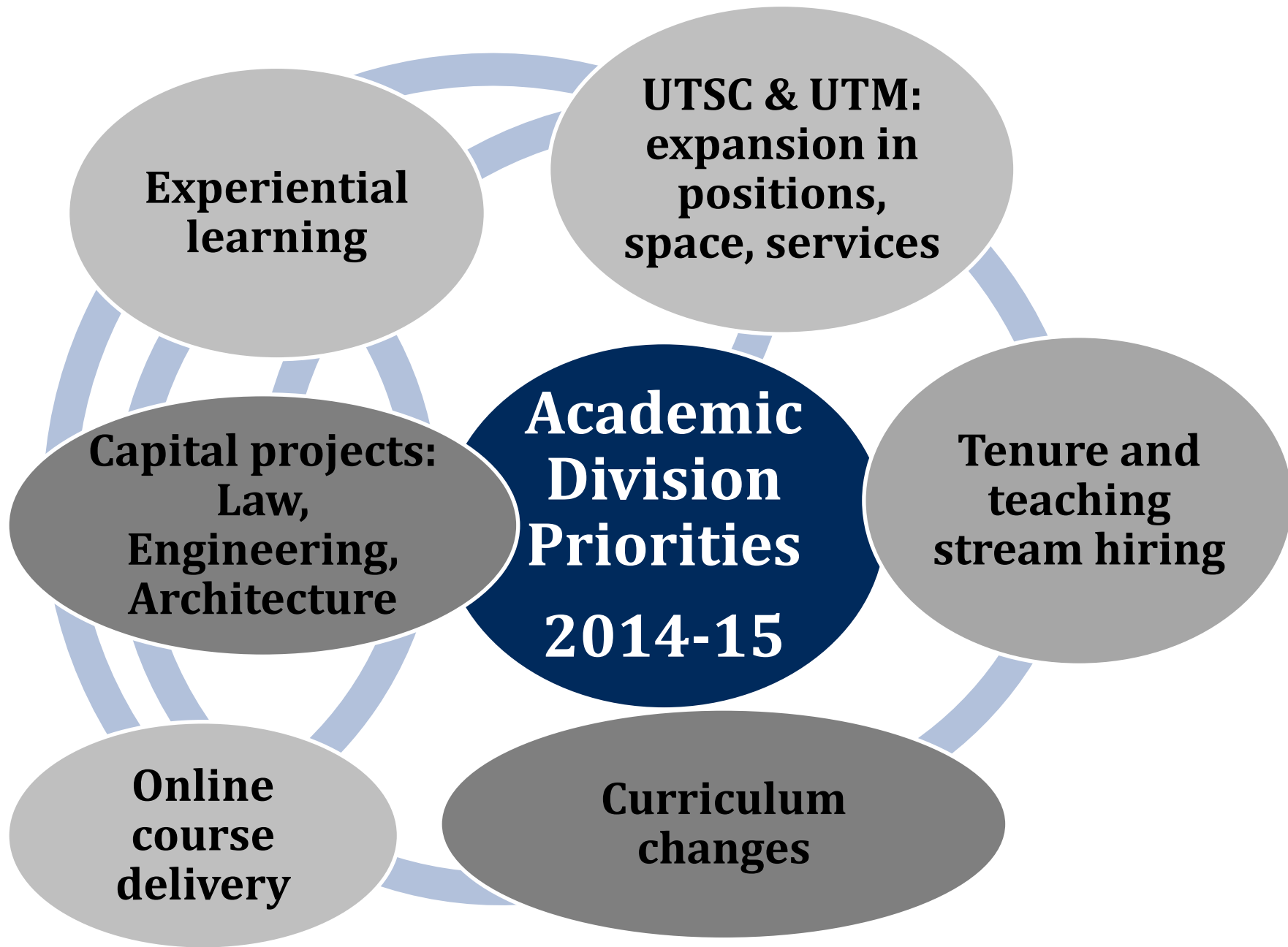
**Divisional
campaign
support**

**Library
collections**

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

(excluding Federated Block Grant)





Academic Budget Review

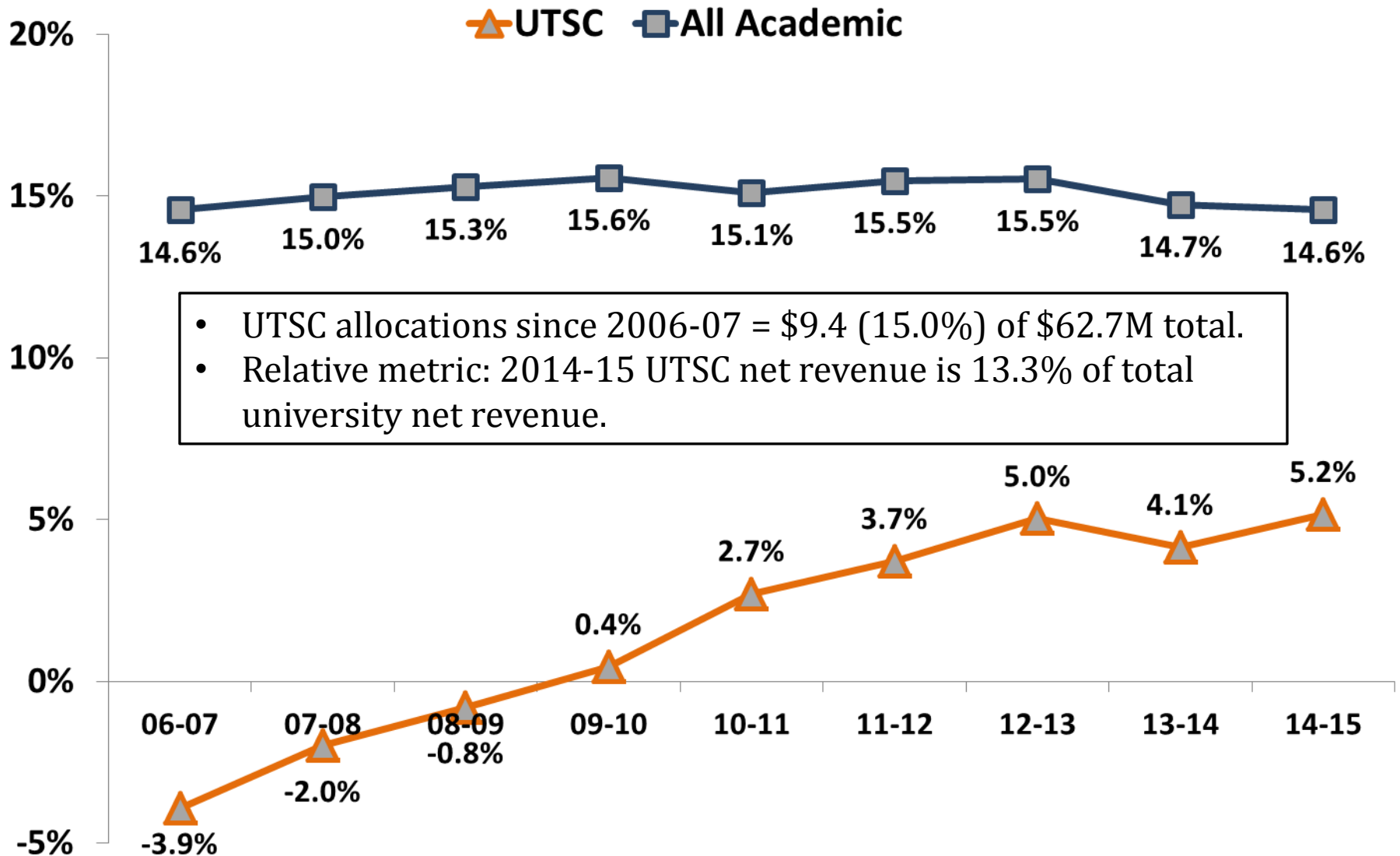


University Fund Allocations

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

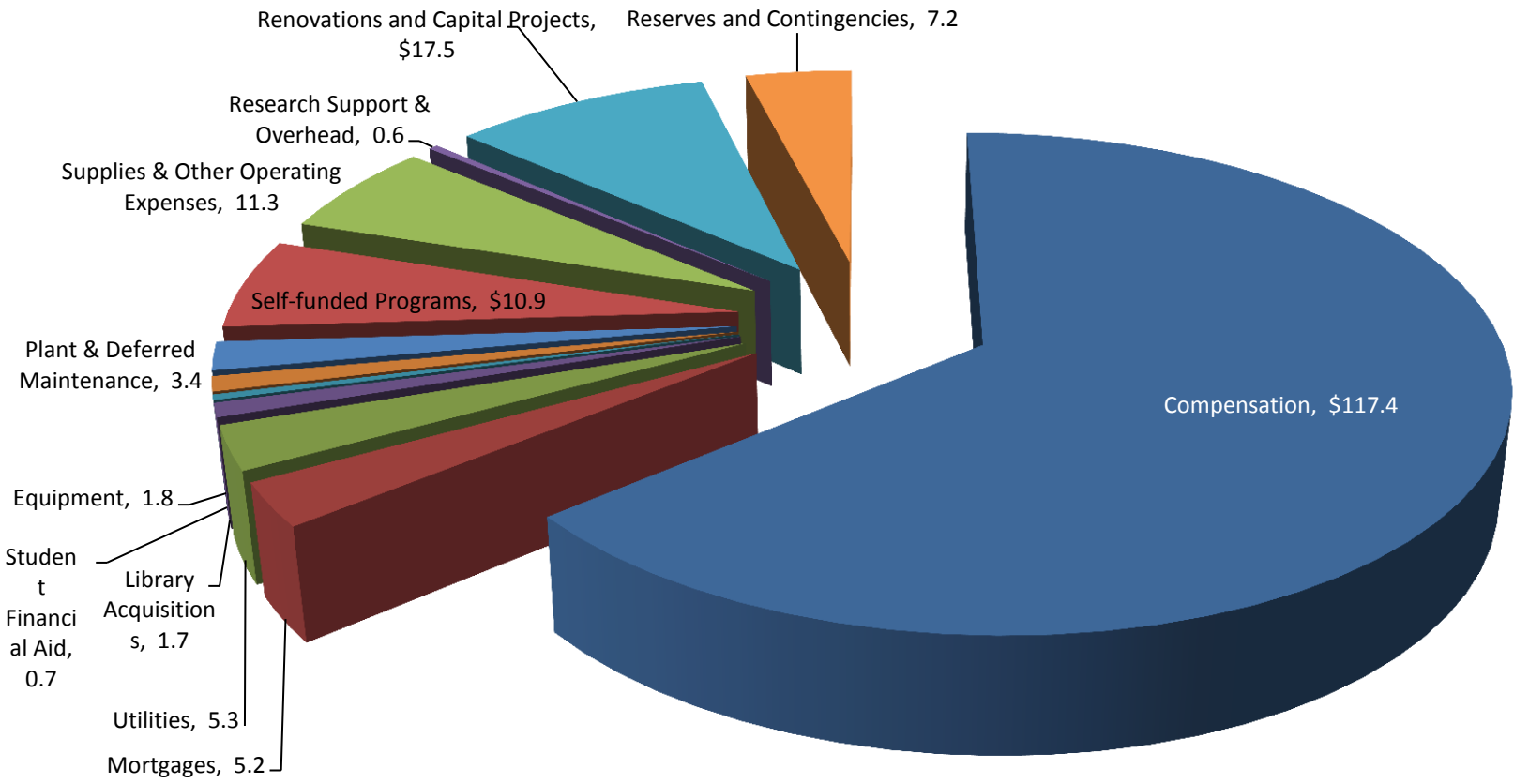
UTSC 2014-15 Budget by Expenditure Type

(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%

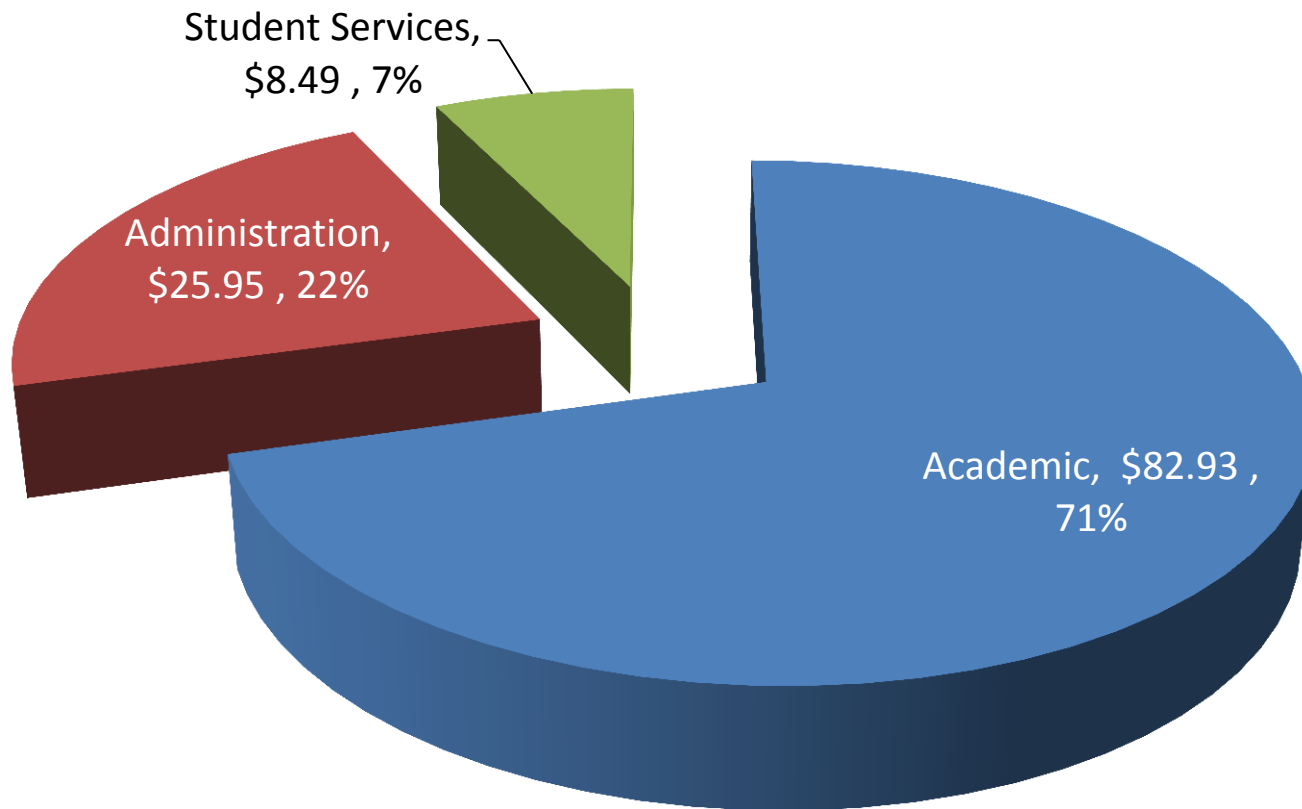
UTSC 2014-15 Budget by Expenditure Type

(in millions)

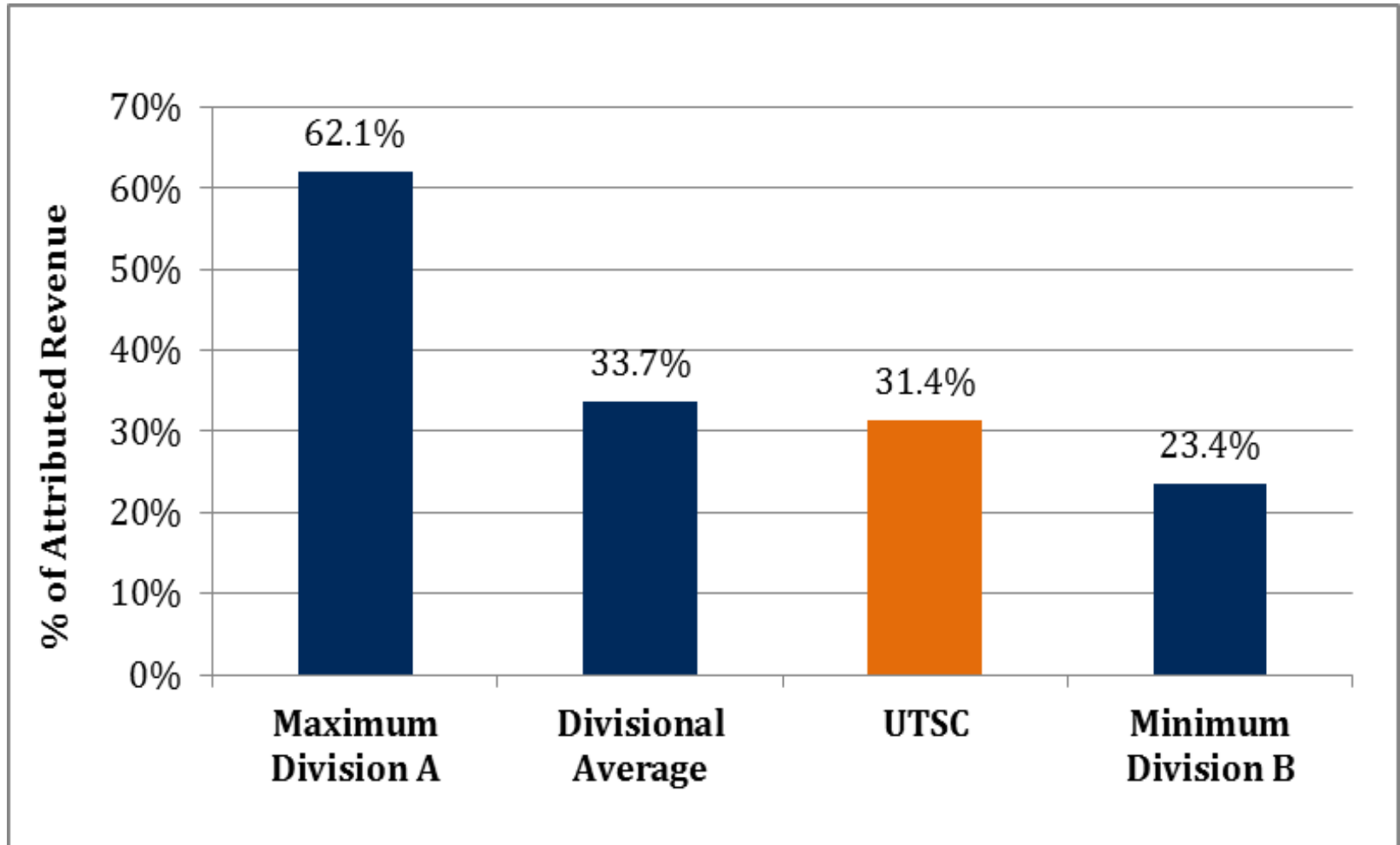


Compensation Breakdown

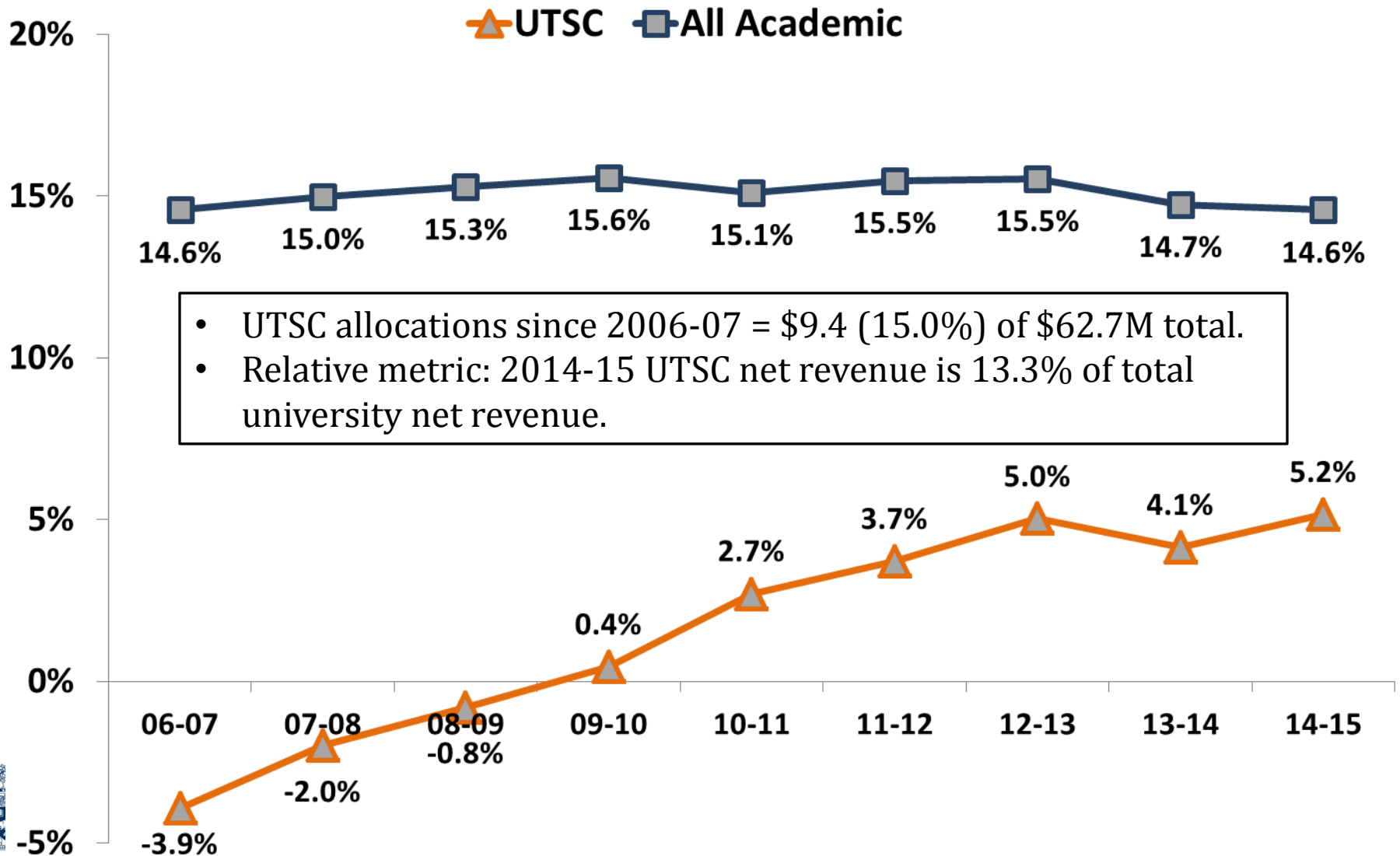
(in Millions)



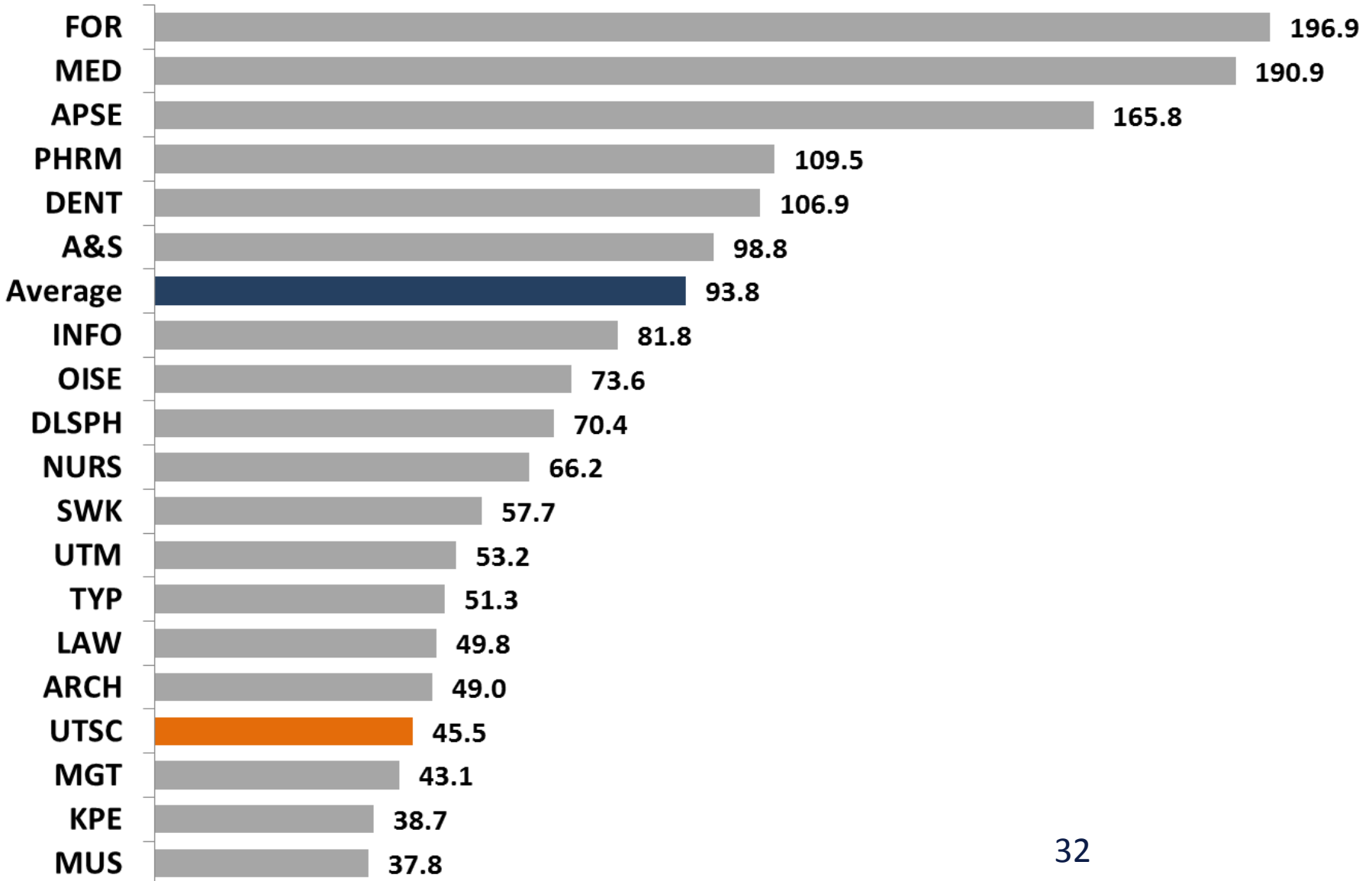
UTSC Cost Rates: with Campus Costs Included



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%

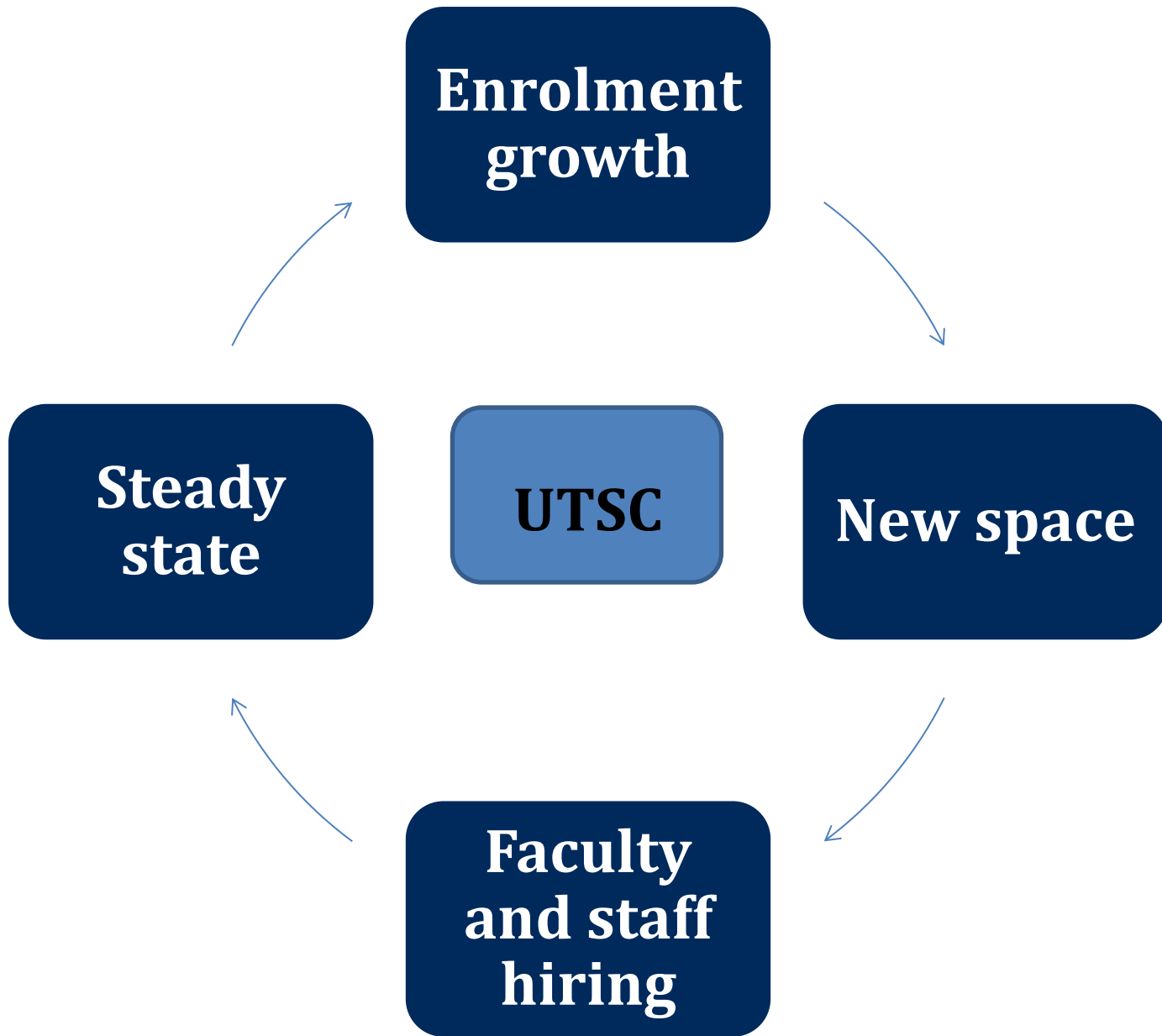
2013-14 UTSC Graduate Enrolment

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