

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 4 OF THE CAMPUS COUNCIL

March 4, 2014

Professor William A. Gough, (Chair)

Mr. R. Mark Krembil, (Vice-Chair)

Professor Bruce Kidd, Interim

Vice-President & Principal

Ms Sara Allain

Mr. Preet Banerjee

Mr. Harvey Botting

Mr. Asher Chohan

Mr. Luki Danukarjanto

Mr. Adrian De Leon

Professor Suzanne Erb

Ms Kathy Fellowes

Ms Sue Graham-Nutter

Mr. Roshan Gunapalasundaram

Mr. John Kapageridis

Dr. Elaine Khoo

Ms Marilyn Kwan

Ms Nancy Carolyn Lee

Mr. Hussain Masoom

Ms Alyssa Moses

Dr. Christopher Ollson

Professor Stephen Rockel

Ms V. Elaine Thompson

Mr. Andrew Arifuzzaman (Chief
Administrative Officer)

Professor Rick Halpern (Dean and Vice-
Principal, (Academic))

Secretariat:

Mr. Louis Charpentier

Mr. Jim Delaney

Ms Amorell Saunders N'Daw

Ms Rena Parsan

Absent:

Dr. Brian Harrington

Dr. Effie Sauer

In attendance:

Dr. Curtis Cole, Registrar & Assistant Dean (Enrollment Management)

Ms Sally Garner, Executive Director, Planning and Budget

Ms Lesley Lewis, Assistant Dean

Professor Scott Mabury, Vice-President, University Operations

Ms Helen Morissette, Director, Financial Services

Mr. Desmond Pouyat, Dean of Student Affairs

Ms Kim Richard, Director, Human Resources Services

Ms Liza Arnason, Director, Student Life

Ms Joyce Hahn, Senior Financial Officer, Capital & Business Operation

Ms Elsa Kiosses, Interim Manager, Health and Wellness Centre
Mr. Scott McRoberts, Director, Athletics and Recreation
Mr. Gary Pitcher, Director, Campus Safety, Issue and Emergency Management
Ms Michelle Verbrugghe, Director, Student Housing & Residence Life
Ms Frances Wdowczyk, Director, Business Development & Special Advisor to the CAO

Ms Rasika Endley, Student Ambassador and Campus Tour Guide
Mr. Jenkin Mok, Student Ambassador and Campus Tour Guide
Ms Nadine Vansonsen, Student Ambassador and Campus Tour Guide
Ms Shelby Verboven, Director of Recruitment

1. Chair's Remarks

The Chair welcomed and thanked members and guests for attending the meeting, and offered a special welcome to Professor Bruce Kidd, Interim Vice-President and Principal of UTSC. He also welcomed Mr. Mark Krembil who participated in the meeting by teleconference,

2. Report of the Interim Vice-President and Principal

The Chair provided a detailed introduction of Professor Kidd and invited him to give his first report as the Interim Vice-President and Principal to the Council.

Professor Kidd reported how pleased he was to be serving UTSC at this juncture in both growth and development, and how enthusiastic he was to have the opportunity to work with the faculty, staff, students, alumni, and community members of UTSC. He described with great affection his early beginnings in the Scarborough area where he grew up, and the fondness he has for the Scarborough community. He also described the positive opportunities he expected to see for UTSC with the opening of the PanAm facility. In reference to his role as Warden of Hart House, Professor Kidd reported that he planned to remain strongly connected to Hart House in two priority areas: infrastructural and co-curricular renewal, and noted that these priorities were convergent with UTSC priorities. He commented on how delighted he was to be a part of the UTSC Campus Council in the inaugural year, and emphasized his desire and willingness to help the Council to be as effective as possible.

The Chair thanked Professor Kidd for his report.

a. Student Group Presentation- UTSC Virtual Campus Tour (UTSC Student Ambassadors and Student Tour Guides)

The Chair introduced and invited Ms Shelby Verboven, Director of Recruitment to present the UTSC Virtual Campus Tour. She reported that each year UTSC hosted approximately 5500 visitors for campus tours, and that the tours were run by current UTSC students. The responsibilities of the 200 recruitment volunteers that assisted with recruitment events included handing out agendas, acting as greeters, and touring groups around the campus. Ms Verboven provided Professor Kidd with an official tour package and introduced Ms Rasika Endley, Mr. Jenkin Mok, and Ms Nadine Vansonsen, Student Ambassadors and Campus Tour Guides, who took Professor Kidd (and the Council) on a virtual tour of the UTSC campus. Each student highlighted interesting facets of the campus and the impact each area had on their personal development and experience at UTSC.

The Chair thanked Ms Verboven, Ms Endley, Mr. Mok, and Ms Vansonsen for their enthusiasm and well prepared presentation.

3. Operating Plans – UTSC Ancillary Services

The Chair invited the Chair of the Campus Affairs Committee, Ms Sue Graham-Nutter, to introduce the item and make the motion. Ms Graham-Nutter reported that the UTSC Service Ancillary operating plans were developed in a consultative process with the Office of the Chief Administrative Officer and the Financial Services Department. The plans were assessed for completeness, adherence to fiscal policies, financial feasibility and in achieving the four key financial objectives for service ancillaries ((i) to operate without subsidy from the operating budget; (ii) to provide for all costs of capital renewal, including deferred maintenance, furniture and equipment; (iii) having achieved the first two objectives, create and maintain a minimum operating reserve of 10 percent of annual expenditures; and (iv) having achieved the first three objectives, contribute net revenues to the operating budget). She explained that consultation around each of the plans occurred with stakeholder groups upon whom there was a direct impact.

A member asked how changes to ancillary fees were communicated to users, and Mr. Andrew Arifuzzaman, Chief Administrative Officer, explained that letters were sent to users along with updates on the various websites. Another member asked whether any concerns were brought forward by the affected parties, and Mr. Arifuzzaman reported that although individuals did not like to pay more for services, to date no major concerns had been expressed.

On motion duly moved, seconded, and carried,

YOUR COUNCIL APPROVED,

THAT the 2014-15 operating plans and budgets for the UTSC service ancillaries, as summarized in Schedule 1; the service ancillary capital budgets as summarized in Schedule 5; and the rates and fees in Schedule 6, as presented in the documentation provided by Andrew Arifuzzaman, Chief Administrative Officer, be approved, effective May 1, 2014.

4. Operating Plans – UTSC Student Affairs and Services

a. Advice from the UTSC Council on Student Services (CSS)

The Chair invited the Chair of the Campus Affairs Committee, Ms Sue Graham-Nutter, to introduce the item and make the motion. Ms Graham-Nutter reported that pursuant to the terms of the University's Protocol on Non-Tuition Fees, the UTSC Council on Student Services (CSS) reviewed in detail the annual operating plans, including budgets and proposed compulsory non-academic incidental fees, and offered its advice to the Campus Affairs Committee on these plans. She summarized the consultation process which included the involvement of various advisory bodies, and noted that the formal part of the process had begun when the administration had proposed operating plans and fees to CSS. She advised that the CSS had approved all three operating plans and fees brought forward by the administration

b. Operating Plans and Fees

Ms Graham-Nutter reported that on February 12, 2014 that the Campus Affairs Committee had approved the motion recommending to the Campus Council for approval subject to confirmation by the Executive Committee.

On motion duly moved, seconded, and carried,

YOUR COUNCIL APPROVED,

THAT, the 2014-15 operating plans and budgets for the UTSC Student Affairs and Services (including the Health & Counselling Centre, the Department of Physical Education, Athletics & Recreation, and Student Services), as presented in the documentation from Mr. Desmond Pouyat, Dean of Student Affairs, be approved; and

THAT the sessional Athletics & Recreation Fee for a UTSC-registered or UTSC affiliated full-time student be increased to \$124.70 (\$24.94 for a part-time student), which represents a year-over-year permanent increase of \$8.70 (\$1.74 for a part-time student) or 7.5%; and

THAT the sessional Health Services Fee for a UTSC-registered or UTSC-affiliated fulltime student be increased to \$61.90 (\$12.38 for a part-time student), which represents a year-over-year permanent increase of \$4.05 (\$0.81 for a part-time student) or 7.0%; and

THAT the sessional Student Services Fee for a UTSC-registered or UTSC-affiliated fulltime student be increased to \$164.55 (\$32.91 for a part-time student), which represents a year-over-year permanent increase of \$6.78 (\$1.36 for a part-time student) or 4.3%

5. Compulsory Non-Academic Incidental Fees: Student Societies - Requests for Fee Increases

At the invitation of the Chair, Ms Sue Graham-Nutter reported that Student society fees were subject to the terms and conditions of the *Policy on Ancillary Fees*, and the *Policy for Compulsory Non-Academic Incidental Fees*. She explained that increases that were greater than the cost of living were supported by a referendum, and that other increases were supported by a previous referendum that had approved the concept of annual increases by the cost of living or an explicit inflation factor. The requests for increases that were being brought forward had been reviewed by the Office of the Vice-Provost, Students and First-Entry Divisions, in light of the requirements of the *Policy for Compulsory Non-Academic Incidental Fees*, and were found to be in compliance.

On motion duly moved, seconded, and carried,

YOUR COUNCIL APPROVED,

THAT subject to (a) approval of the following fee increase proposals by Scarborough Campus Students' Union (SCSU) Board of Directors on February 28, 2014, and (b) notification in writing to the Office of the Vice-Provost, Students and First-Entry Divisions of the actual increases to the Accident & Prescription Drug Insurance Plan and Dental Plan portions of the fee no later than March 4, 2014,

THAT beginning in the Summer 2014 session, the SCSU fee be increased as follows: (a) an increase of \$95.01 per session (\$19.17 part-time) in the UTSC Sports & Recreation Centre Levy portion of the fee; and

THAT beginning in the Fall 2014 session, the SCSU fee be increased as follows: (a) an increase of \$0.37 per session in the Society membership portion of the fee (\$0.02 part-time), (b) an increase of \$0.11 per session (full-time only) in the CFS/CFS-O portion of the fee, (c) an increase of up to \$5.66 (full-time only) per session in the Accident & Prescription Drug Insurance Plan portion of the fee, (d) an increase of up to \$6.70 (full-time only) per session in the Dental Plan portion of the fee, and (e) continuation of the Student Refugee Program portion of the fee through the 2014-15 academic period.

6. University of Toronto Operating Budget – Highlighting the UTSC Budget: Presentation from Professor Scott Mabury, Vice-President, University Operations and Ms Sally Garner, Executive Director, Planning & Budget

The Chair advised members that the University's Budget Report 2014-15 and Long Range Budget Guidelines 2014-15 to 2018-19 was progressing through various governance bodies prior to being considered for approval at the April Governing Council meeting. He welcomed Professor Scott Mabury, Vice-President, University Operations and Ms Sally Garner, Executive Director, Planning and Budget, and explained to members that they would present a condensed version of a presentation on the University's Budget. Professor Mabury and Ms Garner were planning to return to UTSC to present a more comprehensive version of the presentation at a later time. The Chair noted that the presentation was for information.

The presentation¹ addressed the following main points:

- The Budget context for budget planning for the five year planning period included: internationalization, provincial deficit, low interest rates, declining Canadian dollar, new tuition framework, declining public investments, differentiation.
- In 2014-15 a balanced budget was projected at the institutional level (\$2.0B).
- Undergraduate growth of 2107 FTE over the current year was anticipated for 2014-15.
- UTSC projected an increase of 1859 undergraduate students between 2013 and 2018.
- Strong undergraduate enrolment quality at UTSC (admissions average of 82.6 %).
- The provincial operating grant as a share of total operating revenue was steadily decreasing. The province of Ontario had the lowest level of funding per student of any province in Canada.
- Tuition revenue from summer courses had seen a 50% increase over the past 6 years.
- UofT Student Assistance was \$164M in 2012-13.
- 46% of undergraduate students at UofT were eligible for OSAP.

University expenses were grouped in three main categories: academic divisions, shared services and student aid with the largest component of spending incurred in the academic divisions, careful controls on shared service spending and student aid driven by the University policy on financial aid.

¹ See Presentation attached

A member asked what the percentages were for students eligible for OSAP at UTSC, and Dr. Curtis Cole, Registrar and Assistant Dean (Enrolment) reported that 51% of students at UTSC were eligible for OSAP.

A member commented on the statement of principle from the *Policy on Student Financial Support* that states that “No student offered admission to a program at the University of Toronto should be unable to enter or complete the program due to lack of financial means”, and whether it applied to international students. Professor Mabury replied that the statement applied to domestic students only.

A member commented on enrolment growth and asked how much growth would be considered too much. Professor Mabury responded by explaining that growth where it was not possible to deliver high quality academic programming, physical supports, or human resources would be considered too much growth. The member also asked whether the head count for UofT at an institutional level would ever reach 100, 000, and Professor Mabury replied that it was very possible given that the current head count was approximately 85, 000 students.

CONSENT AGENDA

On motion duly moved, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 7) be approved.

The Chair reminded members that the next scheduled meeting of the Council was on Tuesday, April 24, 2014 at 4:00 p.m.

7. Report of the Previous Meeting: Report Number 3 – Wednesday, February 5, 2014

8. Business Arising from the Report of the Previous Meeting

9. Reports for Information

Report Number 4 of the Agenda Committee (Monday, February 24, 2014)

10. Date of the Next Meeting- Tuesday, April 24, 2014

11. Other Business

The Chair reported that the Office of the UTSC Campus Council sent out a Call for Community Members for the UTSC Campus Council and its Standing Committees. He reminded the current Community Members that if they wanted to be a member of the Council in the 2014-2015 governance year that they would need to submit a nomination form. .

12. Question Period

There were no questions raised.

THE UTSC CAMPUS COUNCIL MOVED *IN CAMERA*

13. Appointments to the 2014 UTSC Nominating Committee

On motion duly moved, seconded and carried,

YOUR COUNCIL APPROVED,

THAT Professor Suzanne Erb (teaching staff member of the Campus Council) and Mr. Hussain Masoom (student member of the Campus Council) be appointed from March 5, 2014 to June 30, 2014 to serve on the Agenda Committee when the Committee serves as a Nominating Committee of the UTSC Council.

THE UTSC CAMPUS COUNCIL MOVED TO OPEN SESSION

The meeting adjourned at 6:16 p.m.

Secretary

Chair

March 10, 2014



Budget 2014

**UTSC Campus Council
March 4, 2014**

Overview

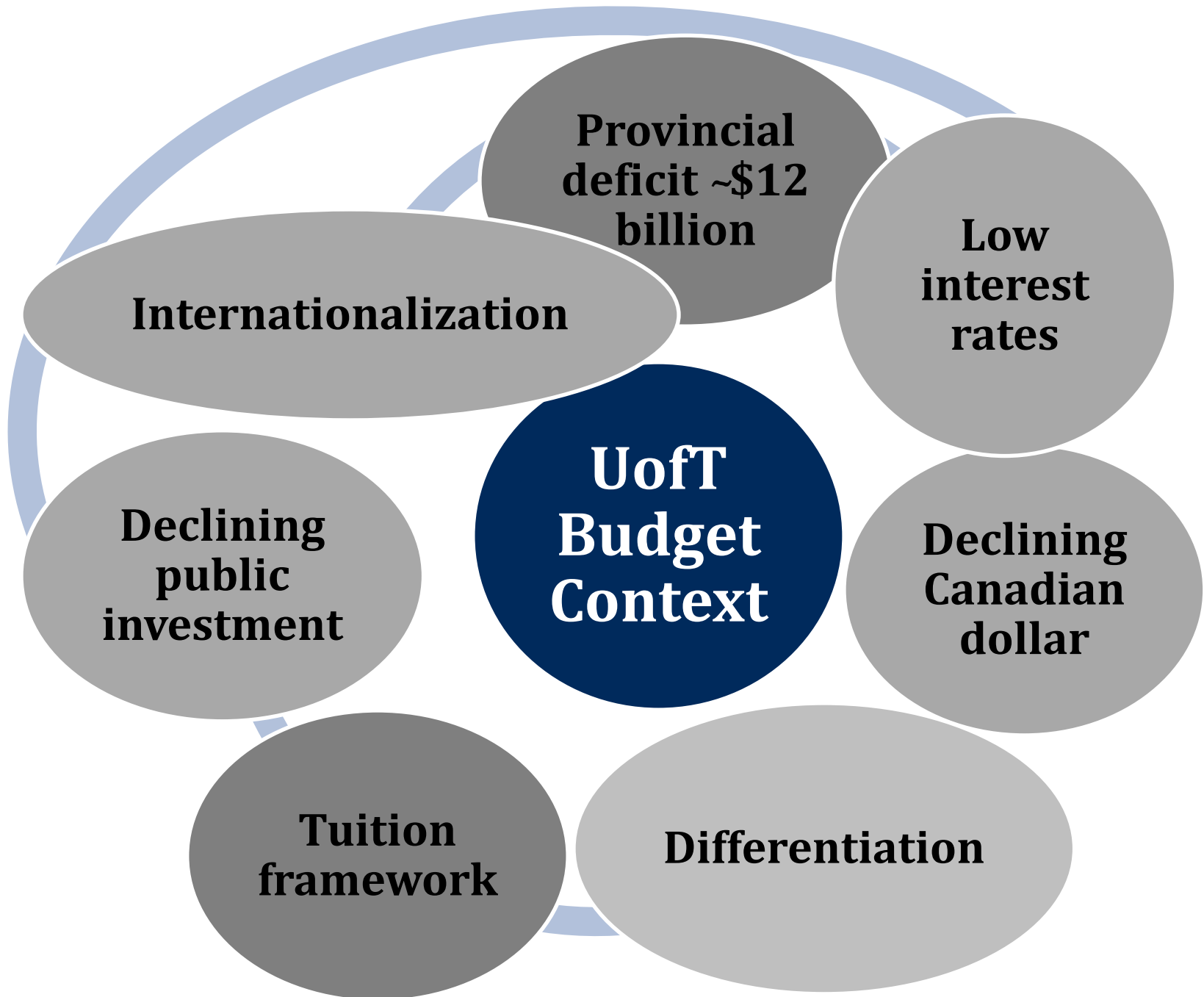
Budget Context

Enrolment

Revenue

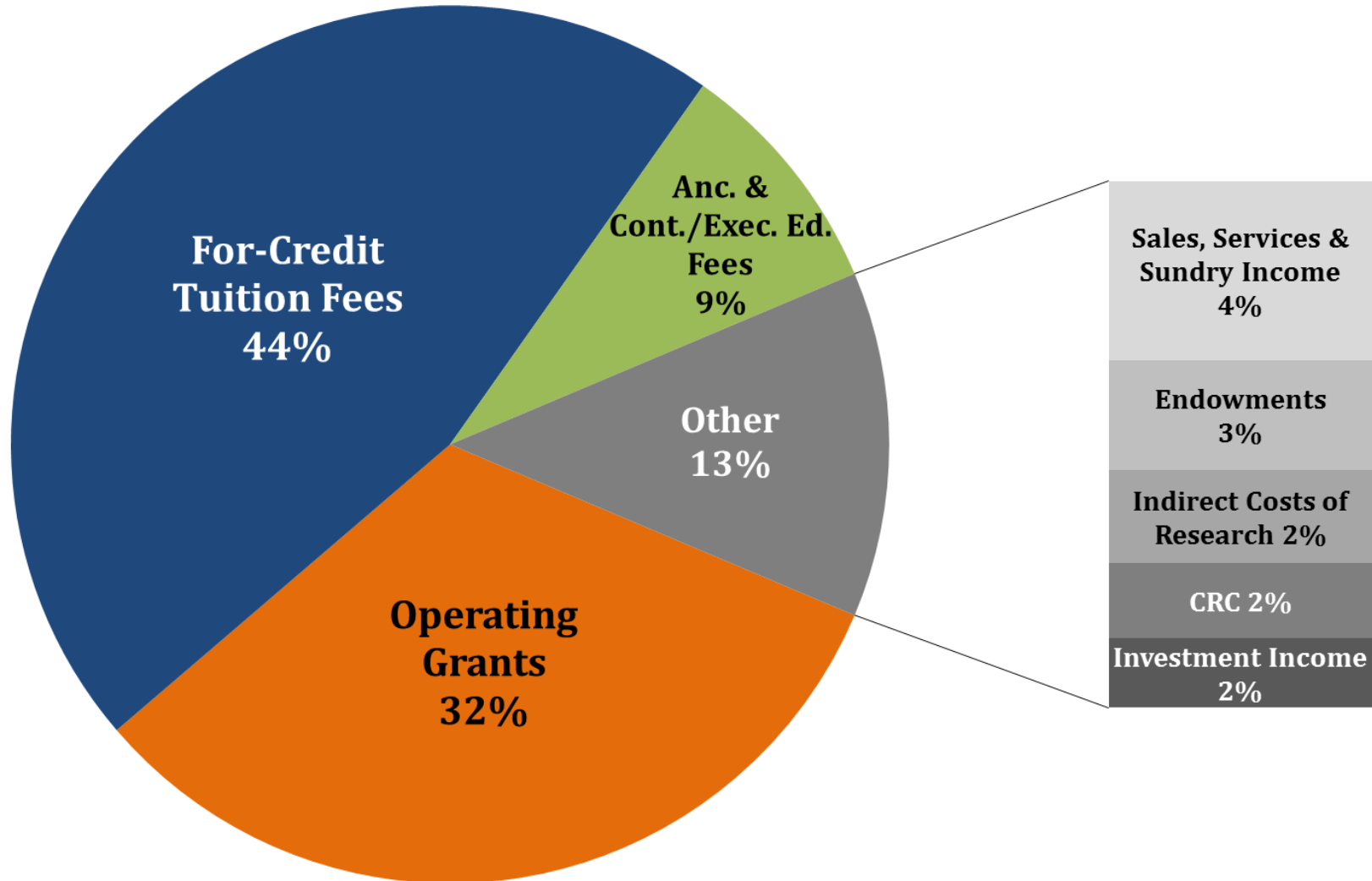
Student Aid

Expense

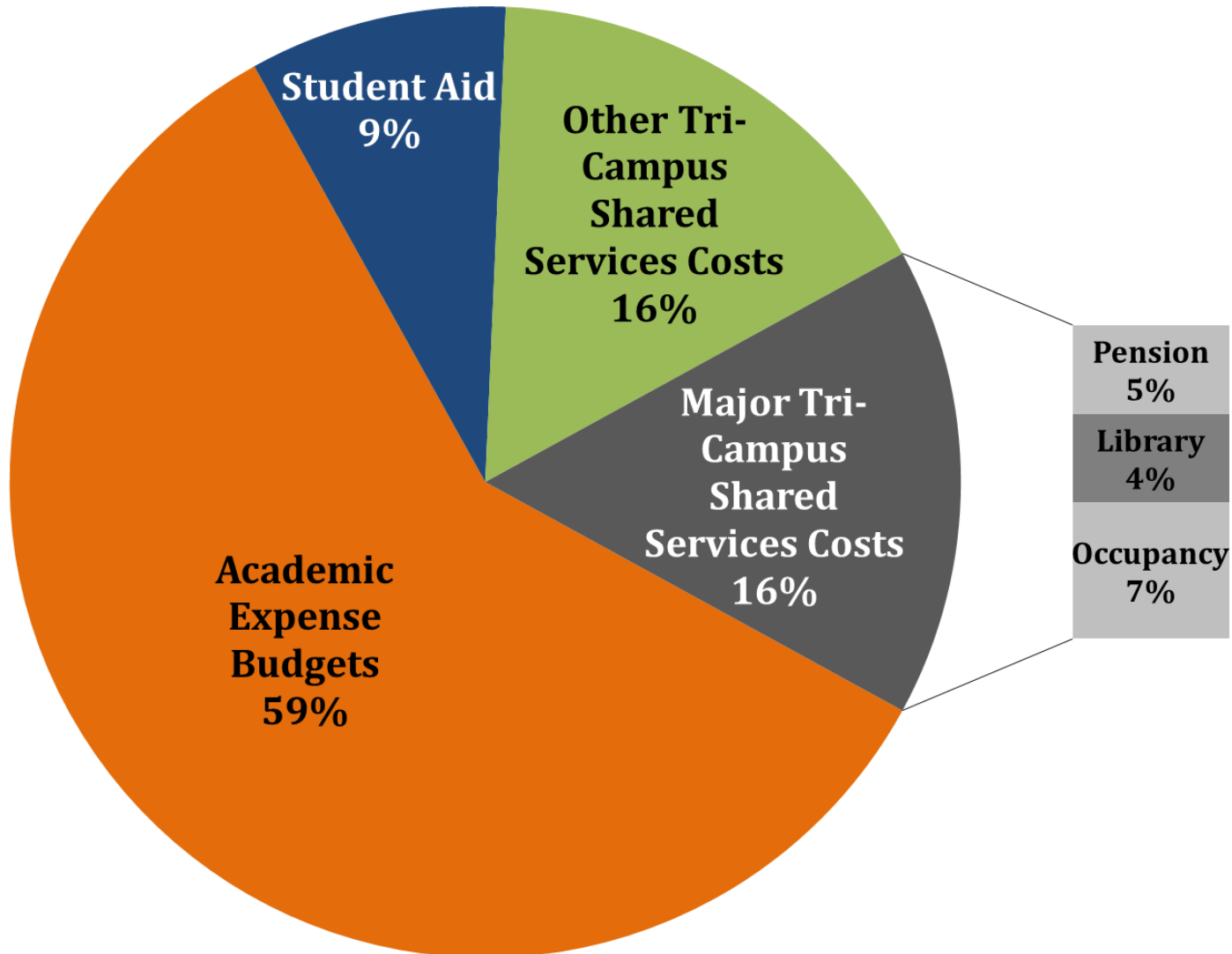


2014-15 a Balanced Budget

Revenue \$2.0 billion



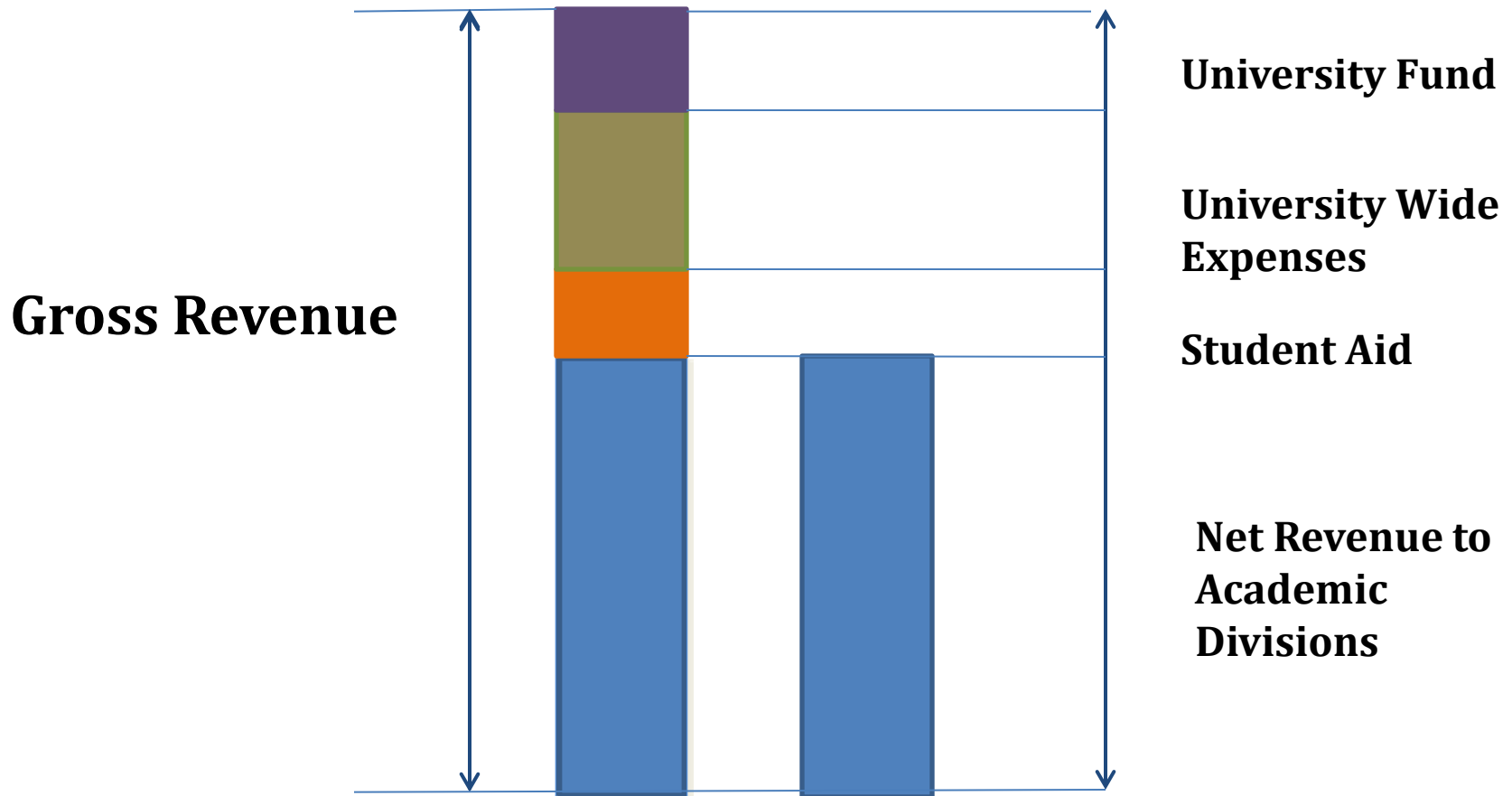
2014-15 Expenditure \$2.0 billion



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 Allocation





ENROLMENT

2013 Enrolment Results and 2014 Plans

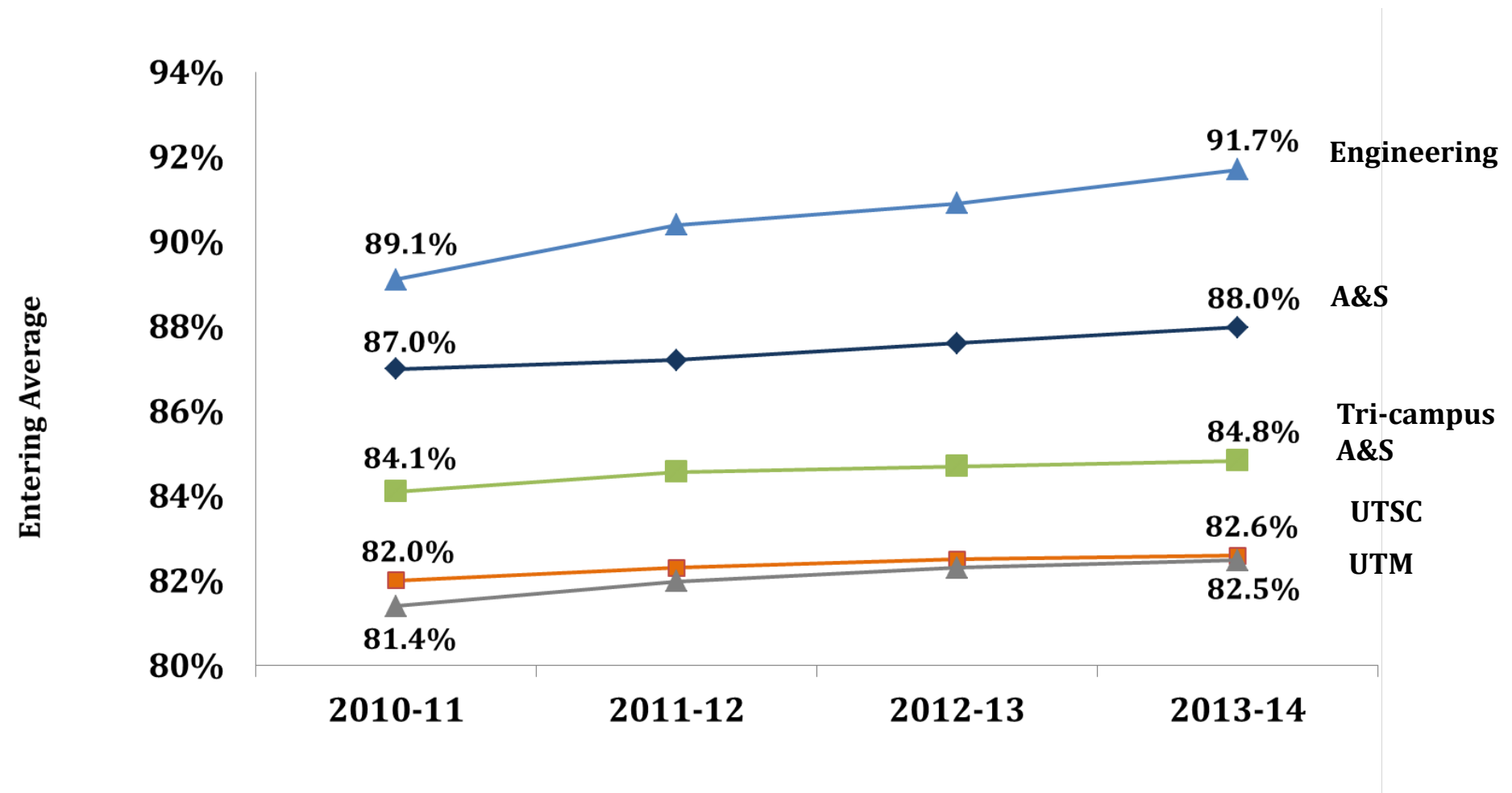
	2013 Actual	2013 Var.	2013 Var.%	2014 Plan
UG Domestic	48,876	(113)	-0.2%	49,376
UG International	9,043	408	4.7%	9,975
Eligible Masters	7,106	(120)	-1.7%	7,785
Eligible Doctoral	3,669	(150)	-3.9%	3,833
Ineligible Grad Domestic	2,092	161	8.3%	1,884
Grad International	2,293	227	11.0%	2,333
TOTAL	73,079	413	0.6%	75,186

Planned growth for 2014-15 = 2,107 FTE

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

Strong UG Enrolment Quality



Applications at UofT up 15% over 2009

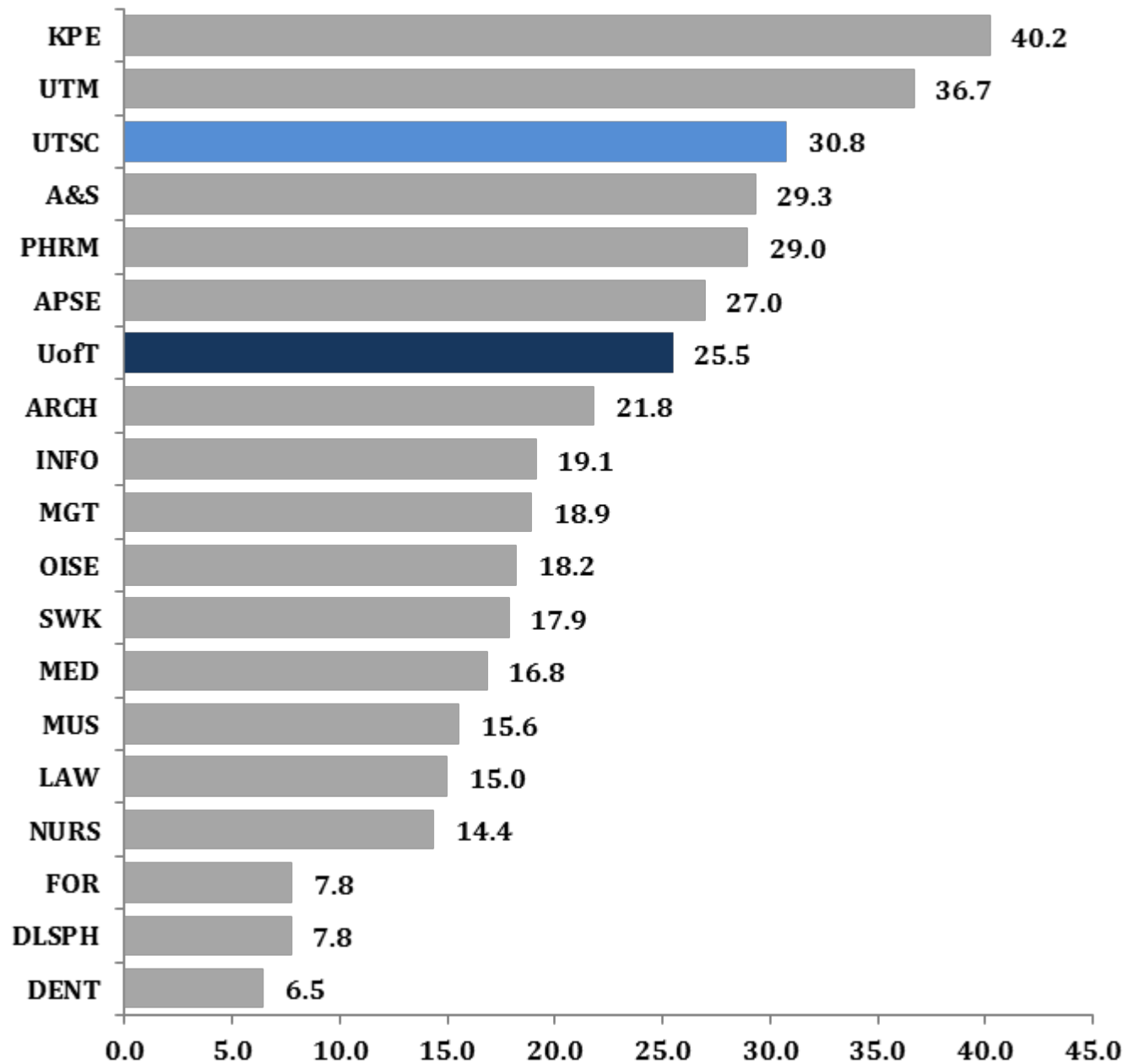


Int'l Enrolment as % of Total Undergrad

Total UG Students 2013-14 = 10,276 (15.3% of UG)

Division	2013-14 International as % of TOTAL enrolment	2013-14 Actual International as % of INTAKE	2014-15 Planned International as % of INTAKE
Engineering	25%	30%	27%
A&S	17%	23%	24%
UTM	15%	19%	17%
UTSC	14%	17%	18%
Architecture	21%	23%	19%

Fall 2012 Student : Faculty Ratios



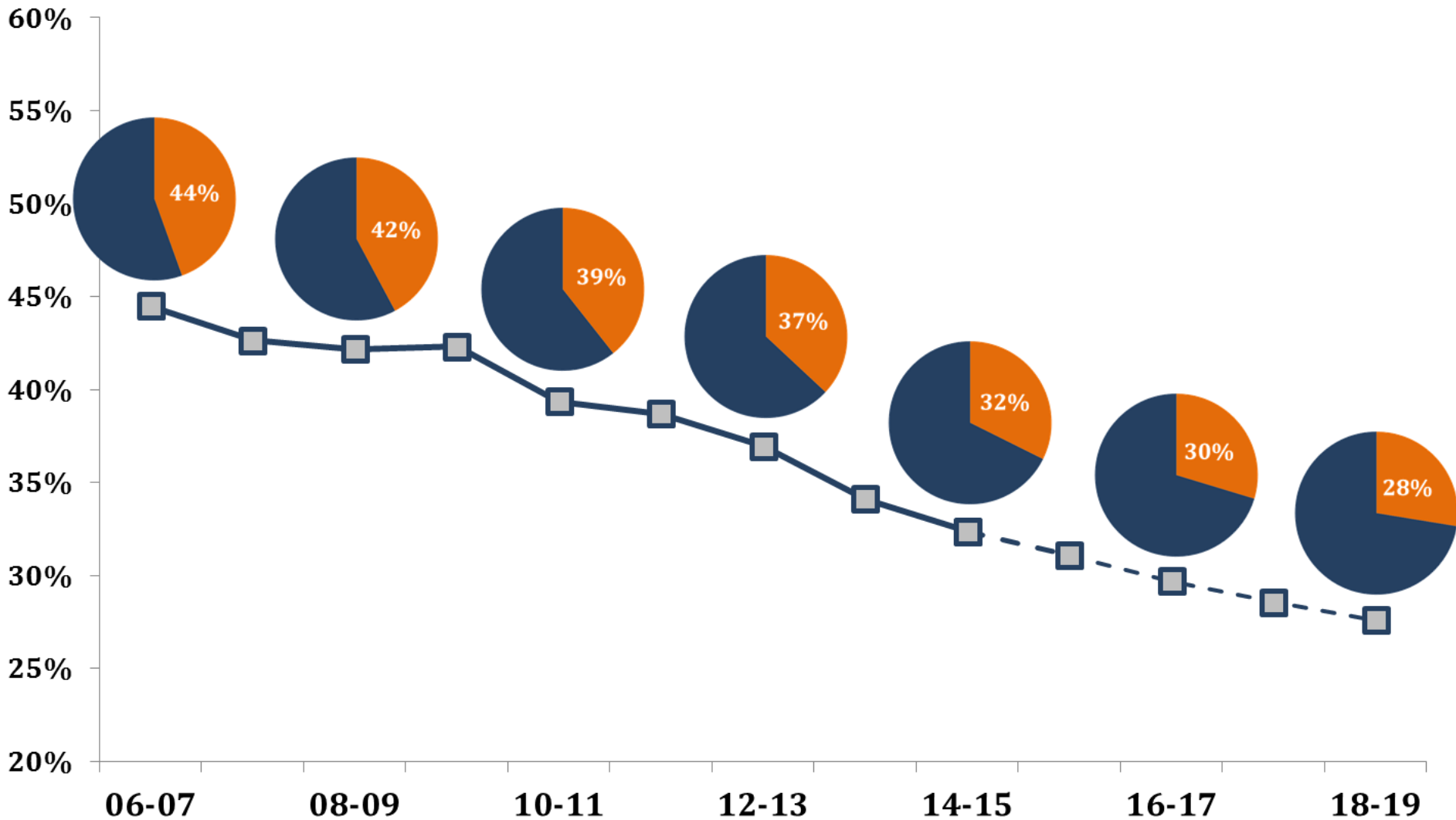
Graduate Enrolment (Total FTE)

FTE	2013 Actual	2018 Plan	Planned Growth	% Growth
Professional Masters	6,099	8,125	2,026	33%
DS Masters	2,839	2,984	145	5%
PhD	6,222	6,837	615	10%
Total Graduate	15,160	17,946	2,786	18%
<i>% of total FTE</i>	<i>20.7%</i>	<i>22.5%</i>		
UTSC Graduate	114	201	87	76%



REVENUE

Provincial Operating Grant as a Share of Total Operating Revenue



Tuition Increases

(Domestic overall cap = 3%)	Incoming Students	Continuing Students
Domestic General UG	3%	3%
Domestic Prof and Graduate*	5%	5%
International**	10%	5%

***The SGS fee will be reduced by \$45**

****Weighted-average international fee increase 6.5%**

Other Key Revenue Assumptions

BIU

Decrease in BIU value of ~1% in 2014-15 (“policy levers” and international student recovery)

Enrolment growth

Funding for all undergraduate growth (\$10M)

Graduate funded to our estimated MTCU allocation (\$35M)

Endowment income

Constant payout of \$7.56 per unit over period pending endowment review

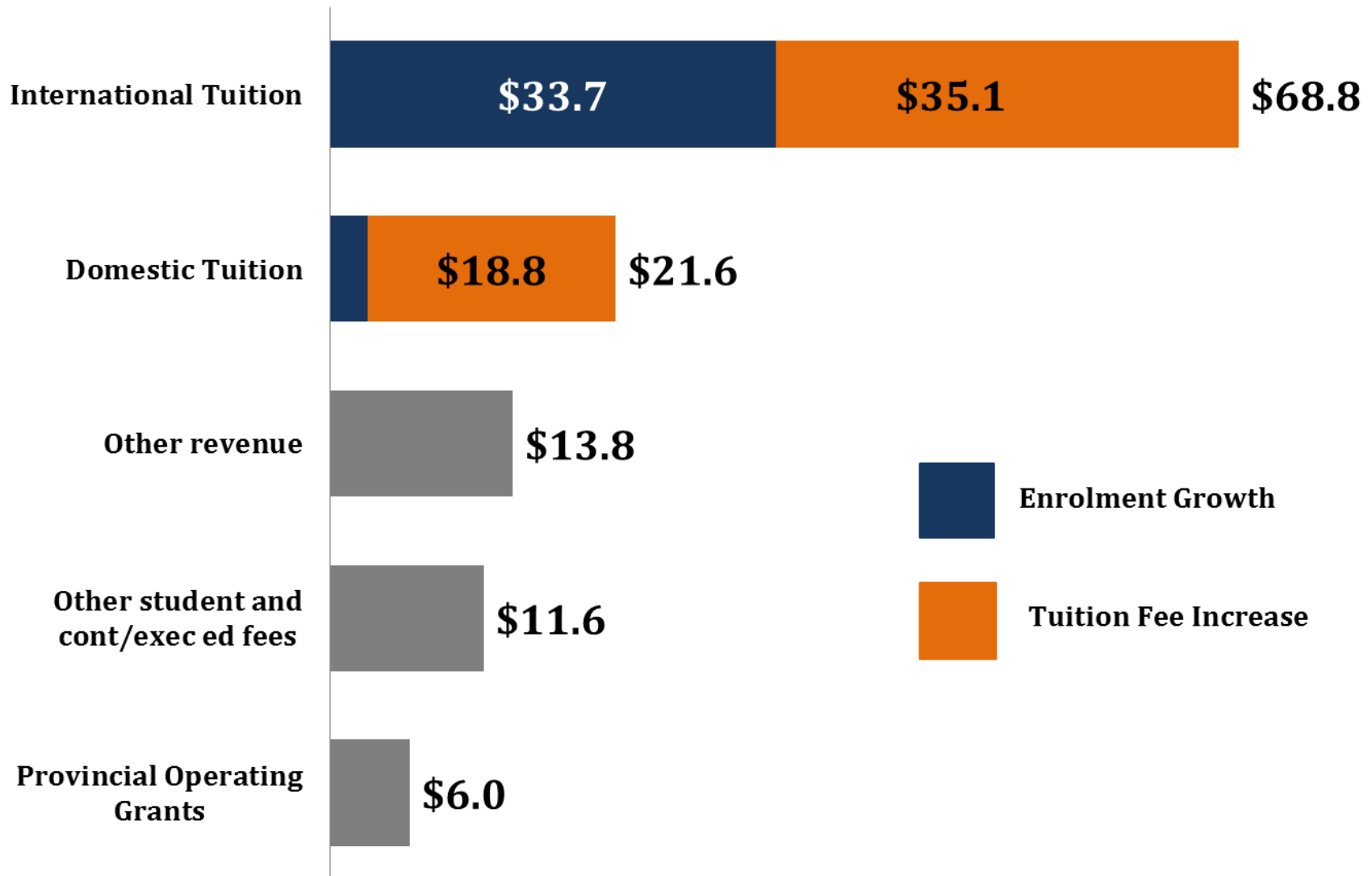
Indirect Costs of Research

Federal rate declining to 17.4%

Volume of contracts growing

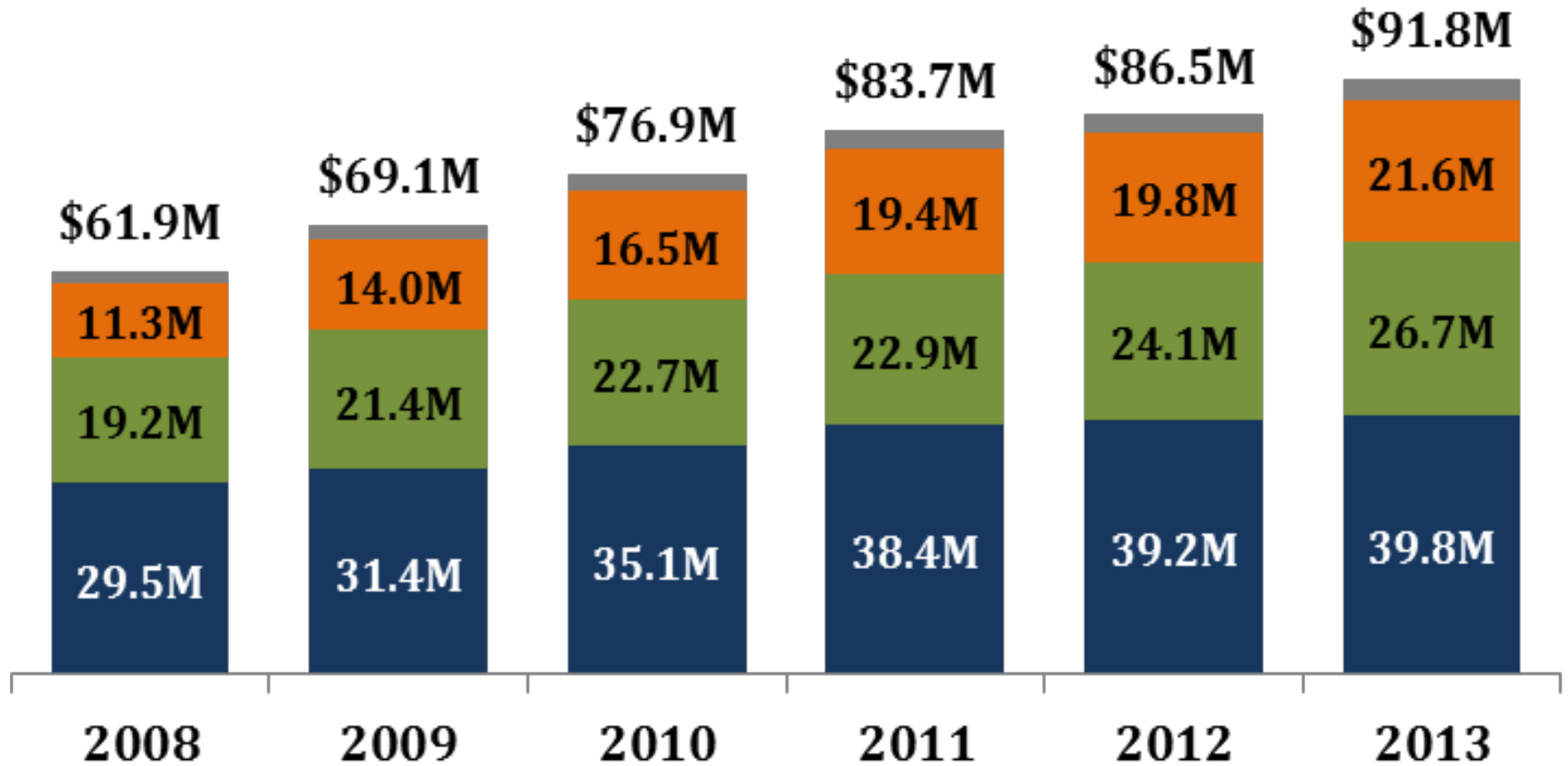
Sources of Incremental Revenue 2014-15

\$122M (6.3% increase over prior year)

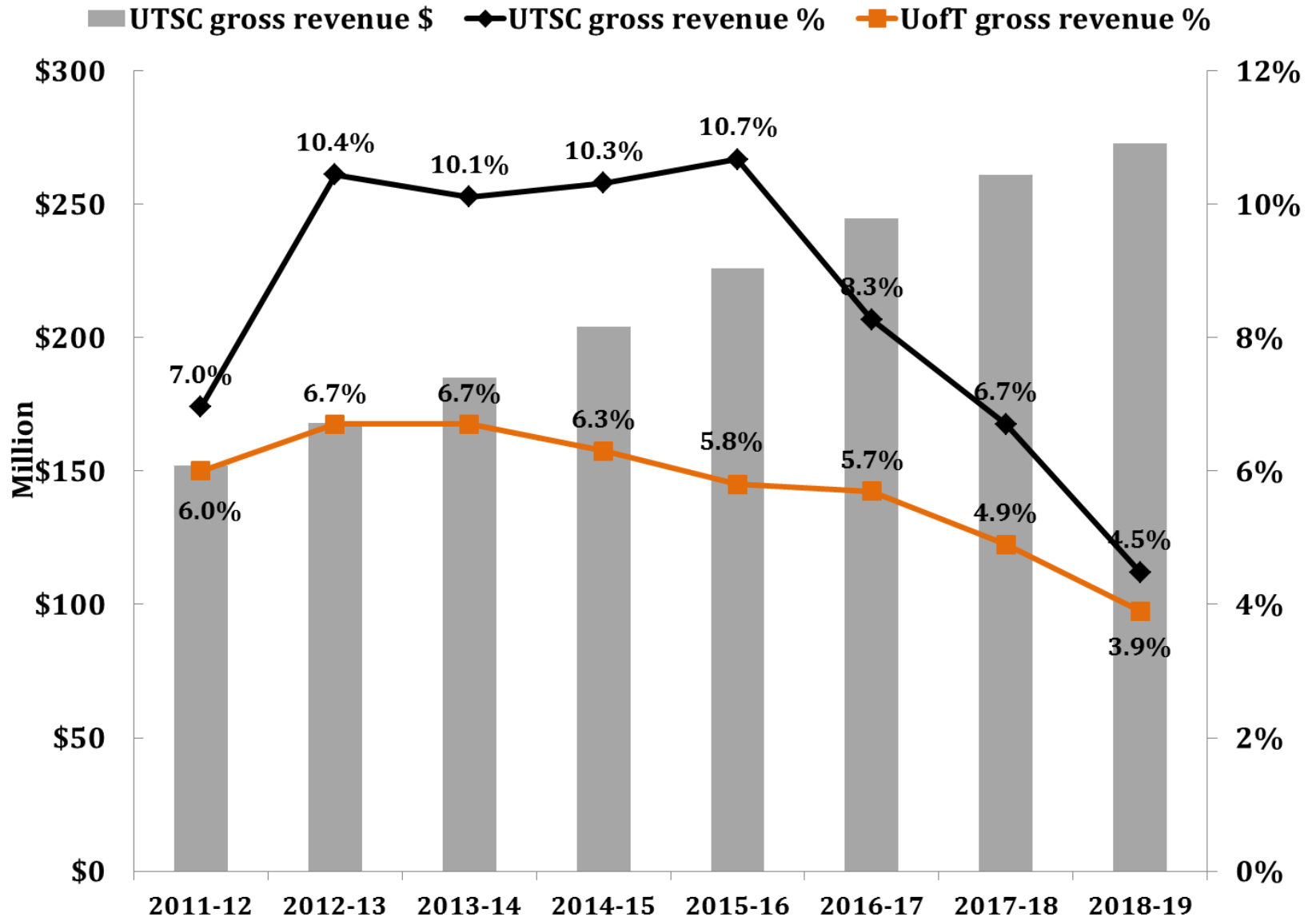


Summer Tuition & Grant Revenue

■ A&S (Incl MGT) ■ UTSC ■ UTM ■ Other



Revenue Growth at UTSC

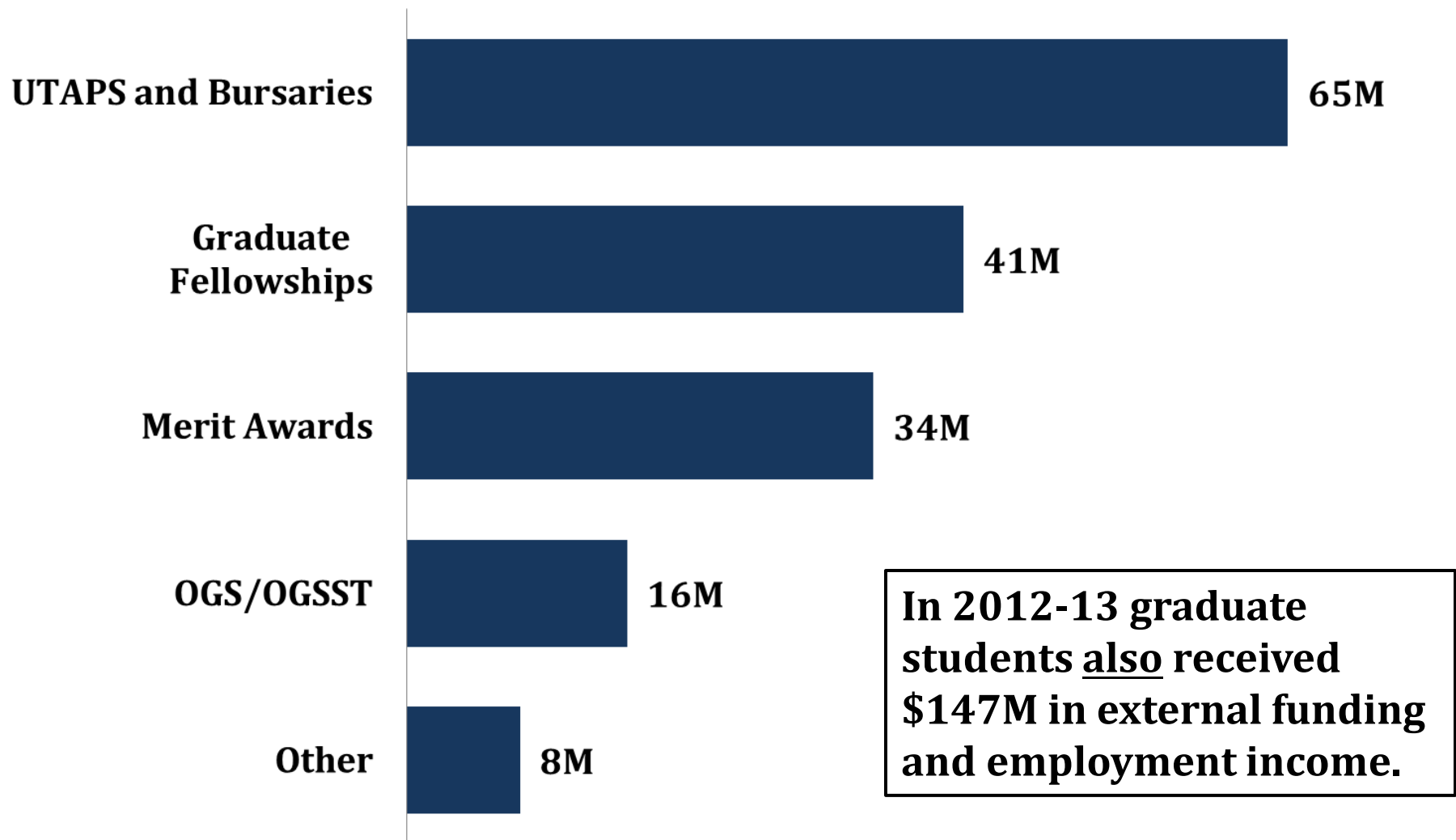




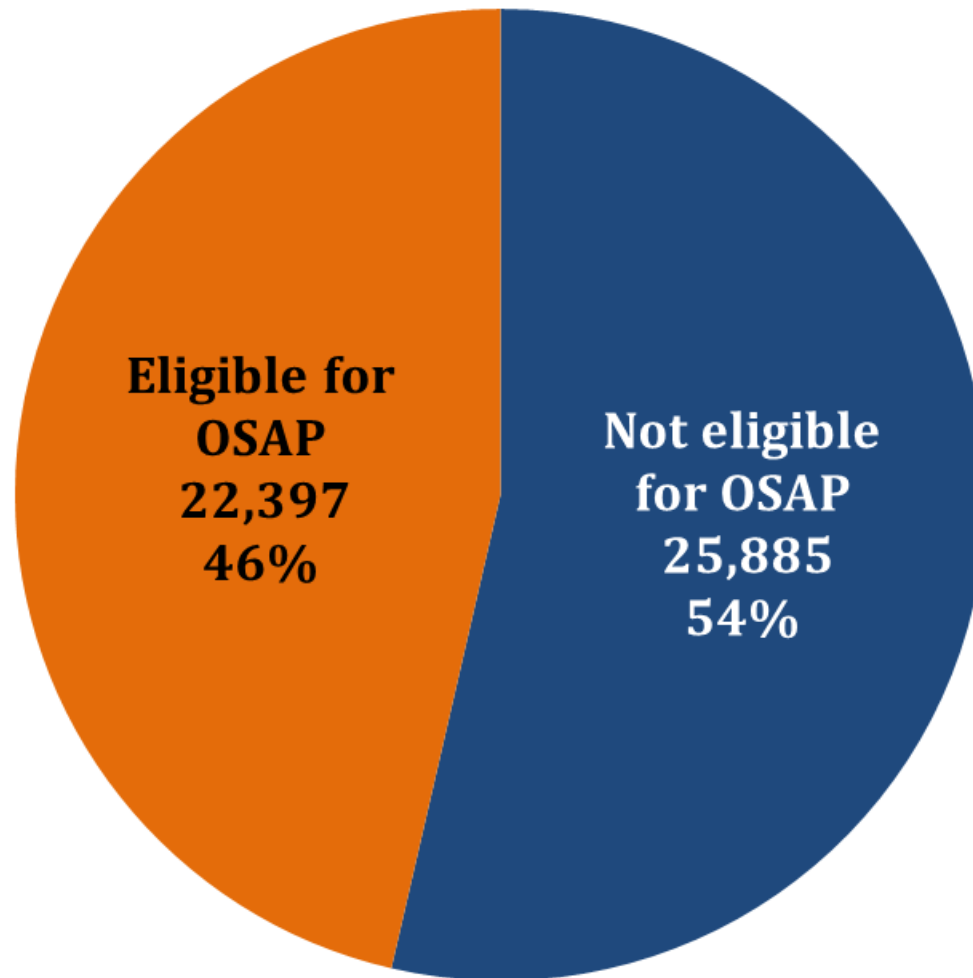
STUDENT AID

University of Toronto Student Assistance 2012-2013

Total = \$164M



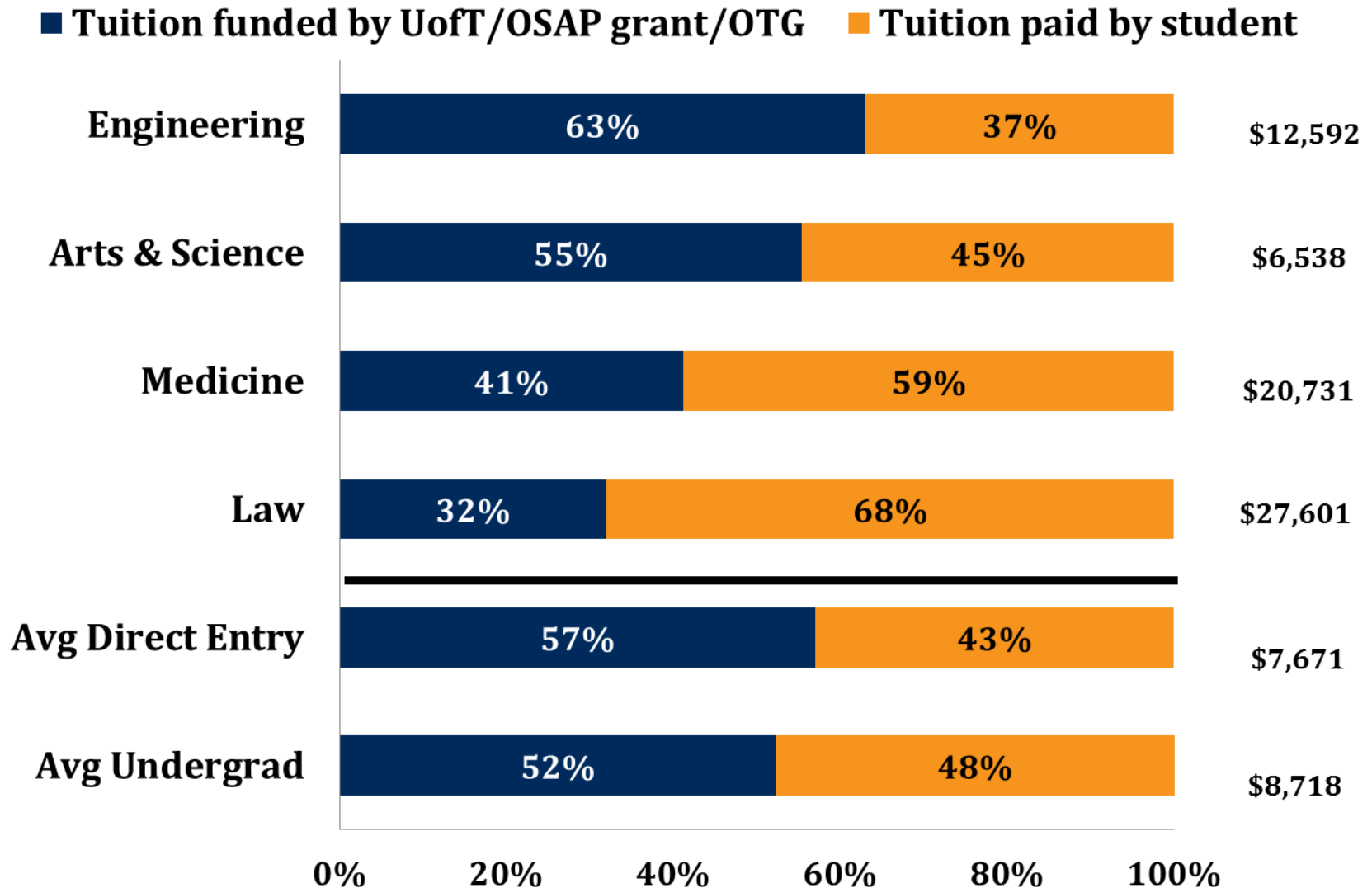
At UofT 46% of undergraduate students* are eligible for OSAP



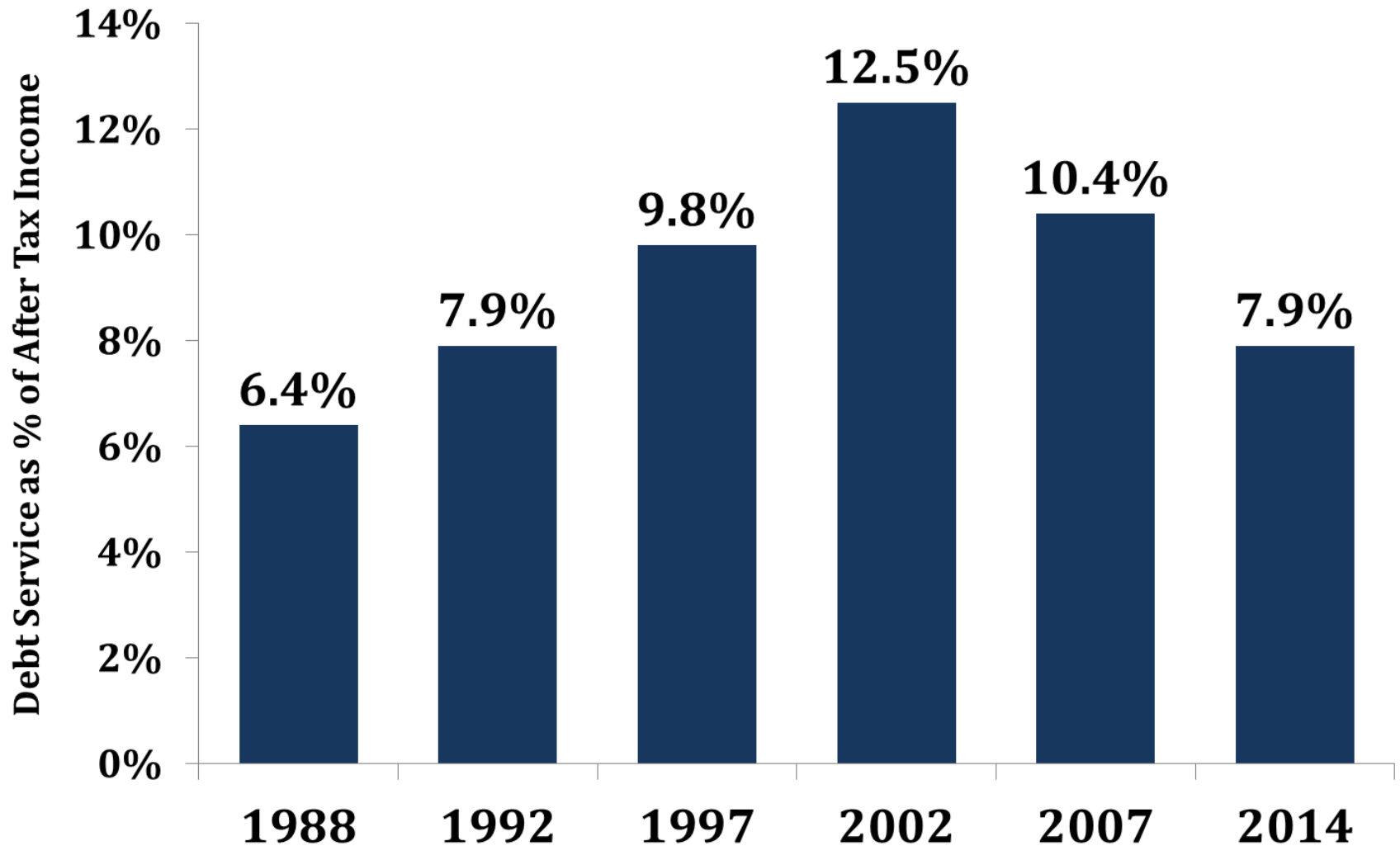
***Direct and second-entry undergraduate students**

What do students pay?

The OSAP Population by Program Area and %

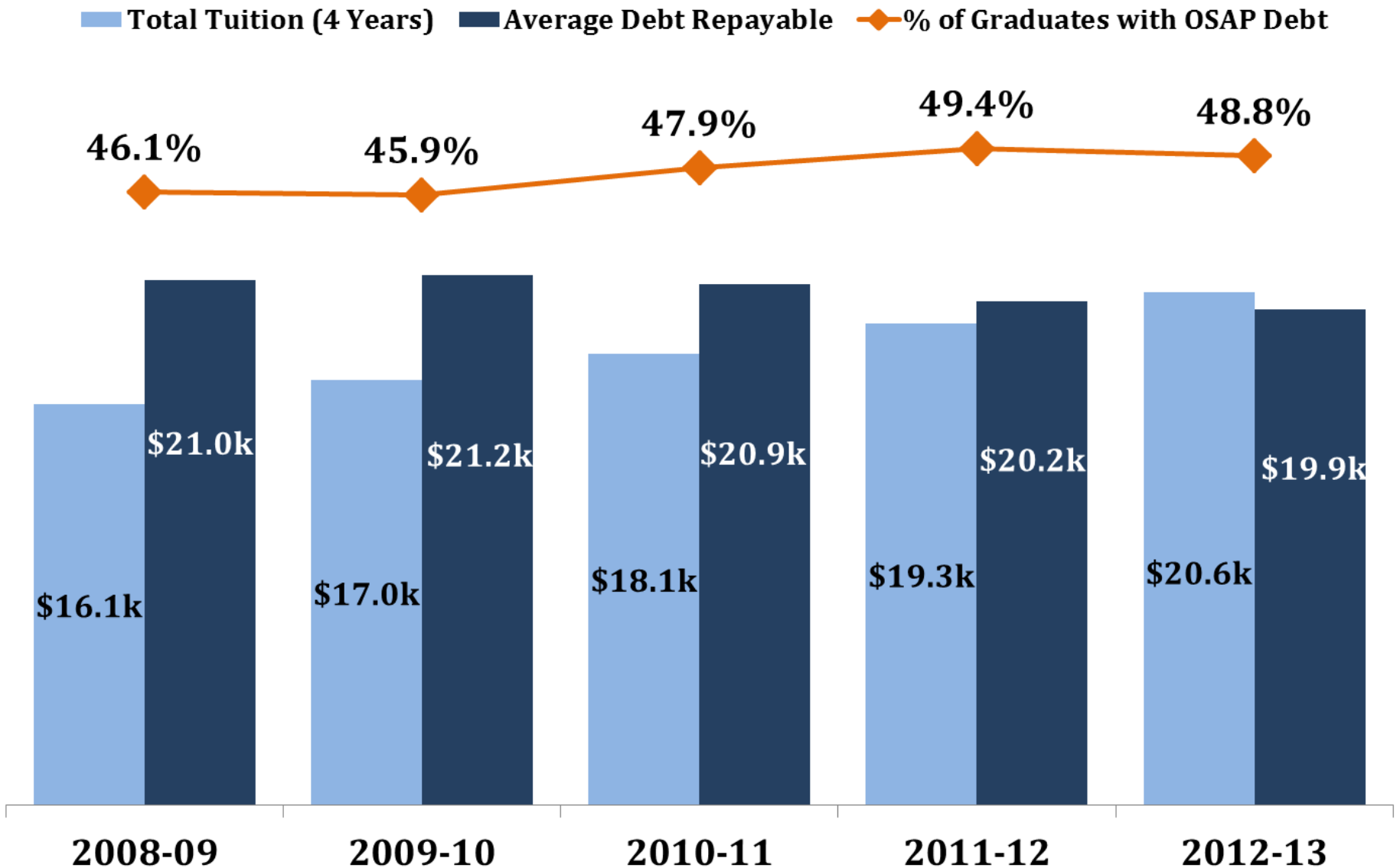


Canada: Student Debt Service Declining as % of After-Tax Income



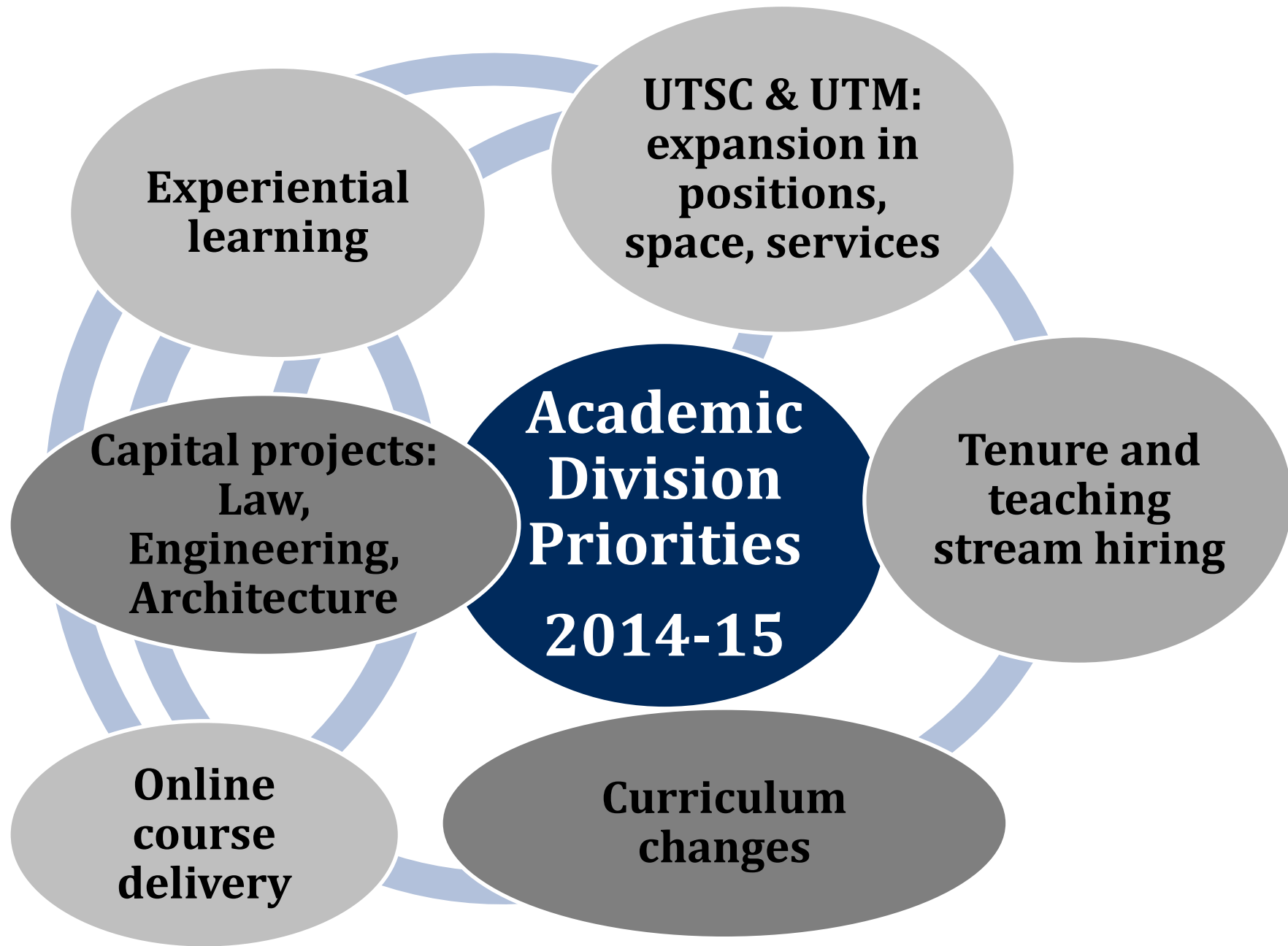
Source: HESA, Average Student Debt Service as a % of After-Tax Income, 2 years Post-Graduation, 1988-2014

UofT: Proportion of Graduating Students with OSAP Debt and Average Amount Repayable (2012\$)



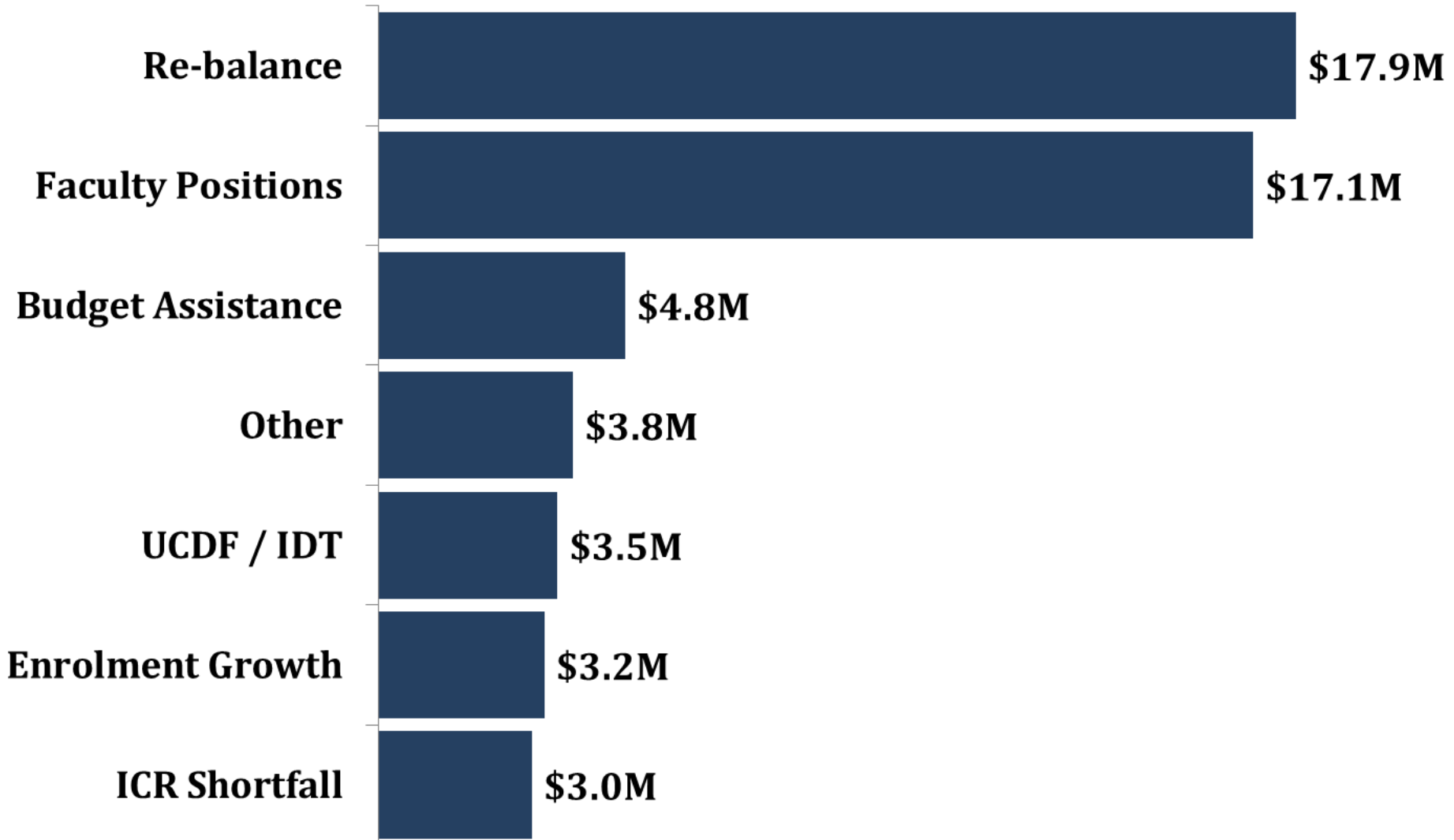


EXPENSE



University Fund Allocations

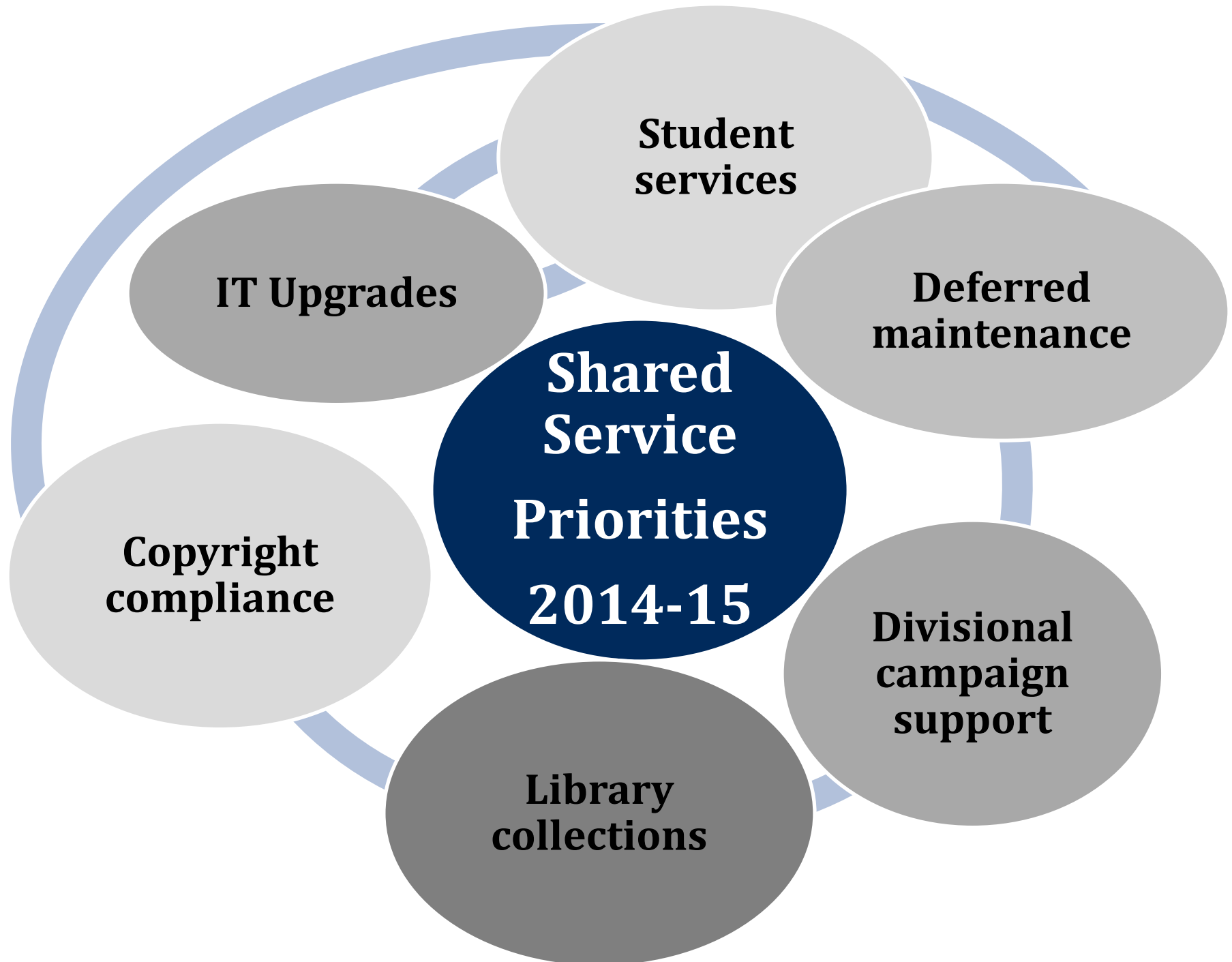
2007-08 to 2013-14 = **\$53.4M**



University Fund Allocations

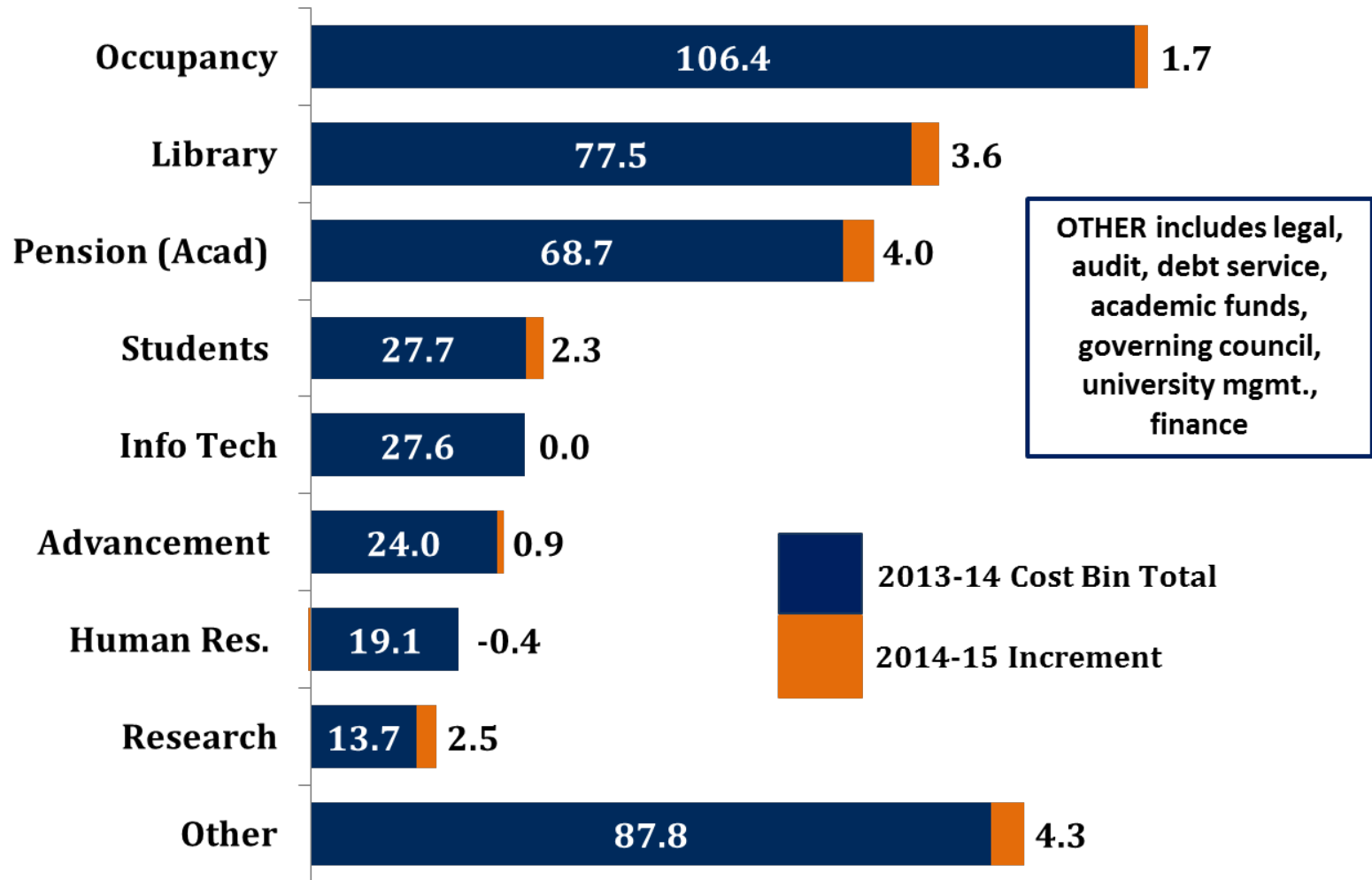
2014-15 \$10.5M

- \$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



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

(excluding Federated Block Grant)

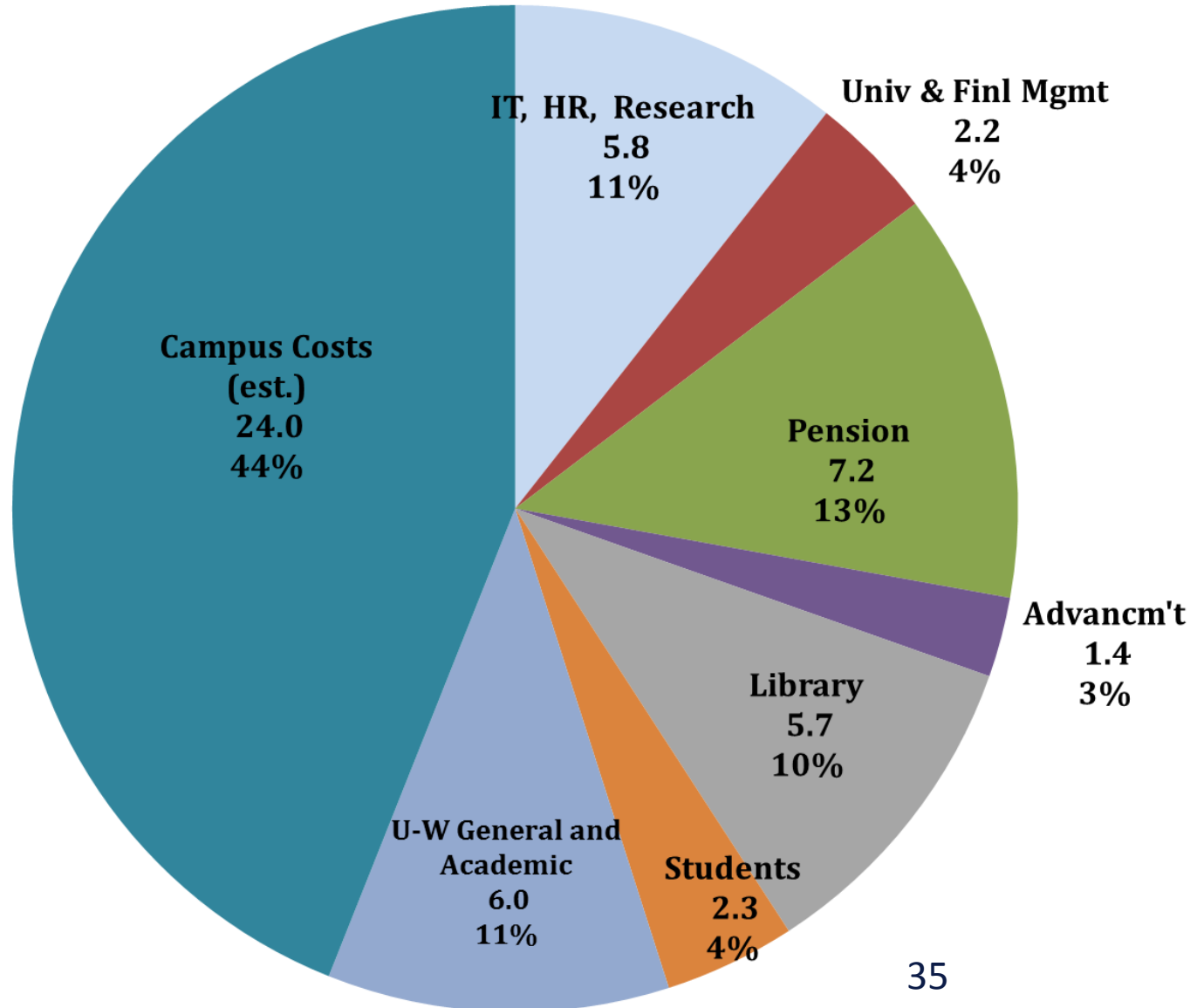


Allocations to Shared Services

Key Metrics

Metric	Academic Divisions	Shared Services
2013-14 proportion of budget	84%	16%
Share of new revenue	88%	12%
Rate of increase over prior year	7%	5%

2014-15 University Wide and Campus Costs at UTSC



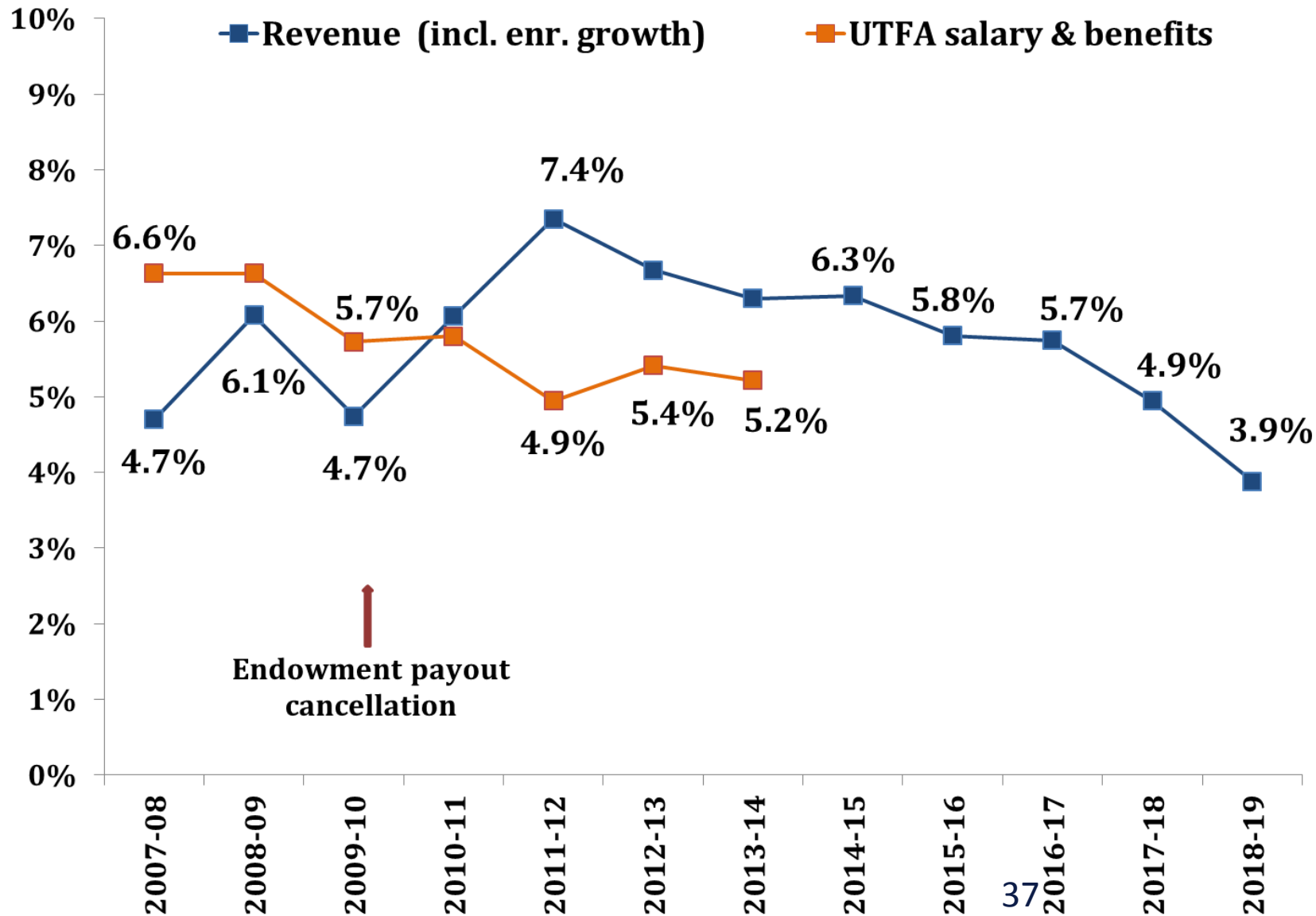
Pension Special Payments and other related costs

	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

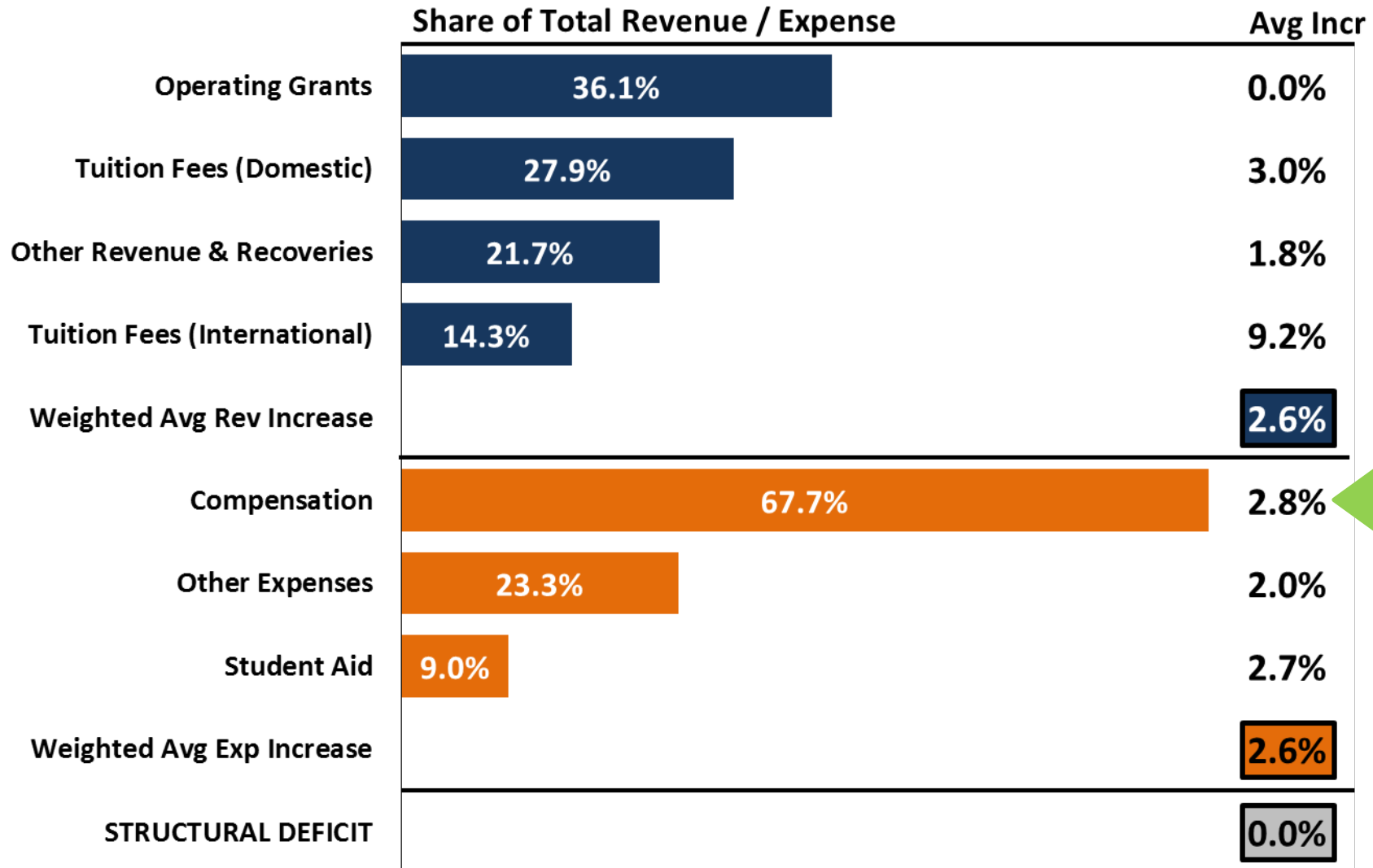
Placeholder

Rate of Growth

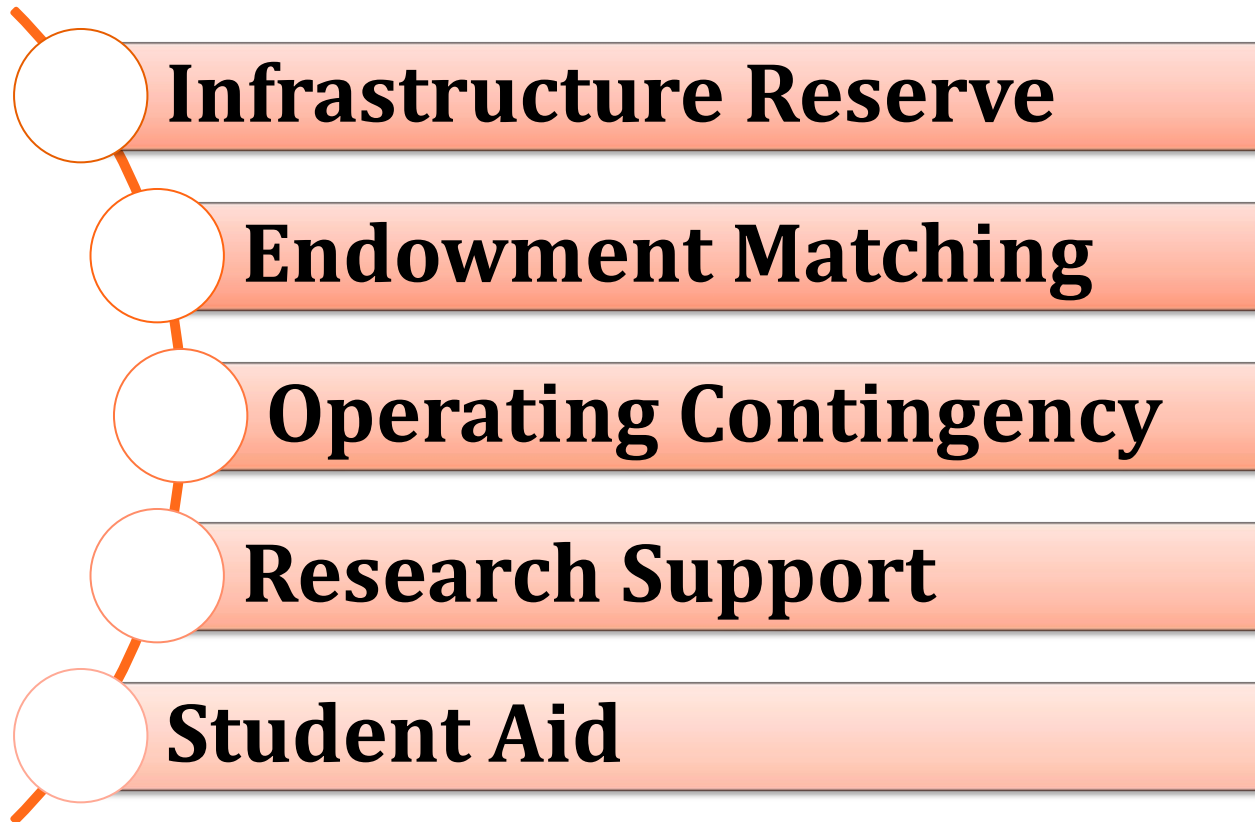
Revenue vs. UTFA Salary and Benefits



A Structural Budget Solution



New Categories for Reporting Divisional Reserves



In Summary

Declining provincial support

Campus expansion

Differentiation/graduate

International enrolment risk

Structural budget challenge

Decisions matter