

**UNIVERSITY OF TORONTO**

**THE GOVERNING COUNCIL**

**REPORT NUMBER 159 OF THE PLANNING AND BUDGET COMMITTEE**

**February 26, 2014**

To the Academic Board,  
University of Toronto

Your Committee reports that it held a meeting on February 26, 2014 at 4:10 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Professor Elizabeth Cowper (In the Chair)  
Professor Steven J. Thorpe (Vice-Chair)  
Professor Cheryl Regehr, Vice-President and Provost  
Professor Scott Mabury, Vice-President, University  
Operations  
Professor Donald C. Ainslie  
Professor Benjamin Alarie  
Mr. Harvey Botting  
Professor David Cameron  
Professor Wendy M. Duff\*  
Ms Sally Garner, Executive Director, Planning and  
Budget  
Dr. Avi Hyman  
Ms Claire Kennedy\*  
Professor Jim Yuan Lai  
Professor Ron Levi  
Professor Amy Mullin  
Ms Jiwon Tina Park  
Professor Lacro Pavel  
Ms Mainawati Rambali

**Non-voting Assessor**

Mr. Andrew Arifuzzaman, Chief  
Administrative Officer, UTSC  
Ms Sheila Brown, Chief Financial Officer  
Mr. Louis Charpentier, Secretary, Office of the  
Governing Council  
Ms Gail Milgrom, Director, Campus and  
Facilities Planning

**Secretariat:**

Mr. Anwar Kazimi, Secretary, Planning and  
Budget Committee

**Regrets:**

Dr. Dimitri Anastakis  
Mr. Christopher Balette  
Professor Eric Bredo  
Ms Sally Garner  
Professor Douglas McDougall

\*participated by teleconference

**In Attendance:**

Prof. Cristina Amon, Dean, Faculty of Applied Science and Engineering  
Mr. Alfred Cheng, Chief Administrative Officer, University of Toronto Libraries\*\*  
Dr. Jane Harrison, Director, Academic Programs and Policy, Office of the Provost and Vice-President  
Ms Archana Sridhar, Assistant Provost

\*\* present for item 12

ITEMS 4, 6 AND 12 ARE RECOMMENDED TO THE ACADEMIC BOARD FOR APPROVAL. ALL OTHER ITEMS ARE REPORTED FOR INFORMATION

ITEM 12 WAS CONSIDERED *IN CAMERA*.

## OPEN SESSION

### 1. Opening Remarks

The Chair welcomed members and guests to the meeting.

### 2. Senior Assessor's Report

Professor Regehr provided the context for the Budget Report 2014-2015. She highlighted four themes in the budget:

- Provincial uncertainty and the potential impact of differentiation;
- Internationalization of the University, i.e., the University's response to the demand from international students, and its management of enrolment risk;
- Increasing costs of compensation in all sectors of the University; and
- Overcoming financial challenges to improve student experience.

Professor Regehr noted that the 2014 Federal budget had included significant new funding commitments to post-secondary research. This had demonstrated that the University's advocacy efforts around research excellence had paid off. The Federal government had announced new investments in the three granting councils and had created the new Canada First Research Excellence Fund. The Federal government had committed \$1.5 billion towards this Fund over the next decade.

### 3. Guidelines on Divisional Academic Planning

Professor Regehr informed the Committee that the draft Guidelines had resulted from an extended and highly consultative process. In November 2010, the former Provost had announced the establishment of a Provostial Advisory Group on Academic Planning and had invited nominations to this group. Professor Regehr had co-chaired the group in her previous position as Vice-Provost, Academic, along with Professor Edith Hillan, Vice-Provost, Faculty and Academic Life. The Advisory Group had included representatives from all estates at the University. The Group members held very diverse views at the start of the process but had ultimately endorsed the final product – a draft report that was made public on the Provost's website. This draft report had formed the foundation of the Guidelines.

Professor Regehr added that academic plans focussed on prioritizing the academic units' goals and directions. The Guidelines outlined key principles and best practices that were to be followed in academic planning. These included transparency of the planning process; notice to stakeholders who were affected by the plan; and broad consultation.

In concluding her remarks, Professor Regehr said that the feedback on the Guidelines would be sought from the Committee, the Committee on Academic Policy and Programs, and the broader University community, and that this feedback would inform any amendments to the Guidelines. The Guidelines would be brought forward for approval in a subsequent governance cycle.

### 3. Guidelines on Divisional Academic Planning (continued)

The following matters arose in discussion:

- Professor Mullin, who had served on the Advisory Group, commented that the process in drafting the report and the Guidelines had proceeded smoothly. The Guidelines had been used by the University of Toronto Mississauga in framing its Academic Plan 2012 – 2017, which had been brought forward to the Committee in January 2013.
- A member noted that the Guidelines had been framed in the context of the *Towards 2030* document and commented that this brought the relevance and usefulness of the Guidelines into question.

In response, Professor Regehr noted that an update to the *Towards 2030* framework – *View from 2012* – continued to be relevant to the academic planning at the University. She said that it was expected that the Guidelines would serve as a living document, which could be updated as required.

- A member sought further clarity in the Guidelines with regard to the connection between divisional academic planning and the University's planning.

Professor Regehr thanked the Committee for its input and indicated that it would be used in framing the final version of the Guidelines.

Documentation is attached as [Appendix "A"](#).

### 4. Budget Report, 2014-2015

Professor Mabury, Professor Regehr and Ms Garner made a detailed presentation on the Budget Report for 2014-2015. A copy of the presentation is [appended](#) to this report.

During the presentation, the following points were clarified:

- Was the Provincial government concerned about the growth in the number of international students enrolling in Ontario universities?

Professor Mabury replied that the Provincial government continued to encourage post-secondary institutions to enhance their international student recruitment efforts.

- Would the projected average tuition fee increase of ten per cent for new international students have an impact on enrolment numbers?

Professor Mabury noted that almost ten years ago the University had reviewed its tuition fees for new international students and had increased these fees by an average of ten per cent a year. Over that period of time applications had increased and there had also be an increase in the uptake of offers of admission. In 2013, the planned intake of new international students across all divisions had exceeded the target by 408 as more international students accepted their offers of admission and registered at the University. He noted that divisions carefully monitored their individual intake of international students to ensure an optimum quality of education and student experience.

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS

THAT the *Budget Report 2014-15* be approved, and  
THAT the *Long Range Budget Guidelines 2014-15 to 2018-19* be approved in principle.

Documentation is attached as ["Appendix B"](#).

**5. Enrolment Report, 2013-2014**

The Enrolment Report, 2013-2014, was provided to the members with the Budget Report presentation.

Documentation is attached as [“Appendix C”](#).

**6. University of Toronto Libraries High-Density Library Storage Facility Expansion at the Downsview Campus - Change in Space Program, Budget and Sources of Funding**

Ms Milgrom presented an overview of the memorandum dated February 14, 2014 from Professor Mabury highlighting the change in the space program, budget, and sources of funding for the University of Toronto Libraries high-density library storage facility expansion at the Downsview Campus.

A member commented on the importance of the project and noted the optimum use of space at libraries across all campuses that would result from this project.

On motion duly moved, seconded, and carried,

**YOUR COMMITTEE RECOMMENDS**

THAT the University of Toronto Libraries High-Density Library Storage Facility Expansion at the Downsview Campus (three bay project) with a scope of 2,435 net assignable square meters (2,675 gross square metres) be approved in principle to be funded by the following sources:

- UofT Operating Budget
- University of Toronto Libraries
- Productivity and Innovation Fund, MTCU
- Graduate Expansion Funds University Wide

Documentation is attached as [“Appendix D”](#).

**CONSENT AGENDA**

On motion duly moved, seconded, and carried,

The consent agenda was adopted and that the items on it were approved.

**7. Annual Report of the Executive Committee of the Capital Project and Space Allocation Committee (CaPS)**

The Committee received this annual report for information. The Chair noted that the Report included the Terms of Reference for the Project Planning Committees in place for the Capital Projects that were to be brought forward for the administration in the future. The Report would be available through the web page for the Planning and Budget Committee and in the resources section of the governance portal for the Committee.

Documentation is attached as [“Appendix E”](#).

**[8. Report of the Previous Meeting \(January 15, 2014\)](#)**

Report Number 158 (January 15, 2014) was approved.

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

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

**10. Date of Next Meeting**

The Chair informed members that the next meeting of the Committee was scheduled to be held on Wednesday, April 2, 2014, in the Council Chamber, Simcoe Hall.

**11. Other Business**

There were no items of other business

*IN CAMERA SESSION*

**12. University of Toronto Libraries High-Density Library Storage Facility Expansion at the Downsview Campus - Change in Space Program, Budget and Sources of Funding**

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS

THAT the Vice President, University Operations' recommendation, as outlined in the memorandum dated February 14, 2014 be approved

The meeting adjourned at 6:00 p.m.

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Secretary

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Chair

March 3, 2014