

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 13 OF THE CAMPUS AFFAIRS COMMITTEE

September 16, 2015

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

Your Committee reports that it met on Wednesday, September 16, 2015 at 4:10 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Ms Sue Graham-Nutter, Chair
Dr. Brian Harrington, Vice Chair
Professor Cheryl Regehr, Vice-
President and Provost
Professor Bruce Kidd, Vice-
President and Principal, UTSC
Mr. Andrew Arifuzzaman, Chief
Administrative Officer, UTSC
Professor William A. Gough, Interim
Vice-Principal (Academic) and
Dean
Mr. Desmond Pouyat, Dean of
Student Affairs, UTSC
Ms Janet Blakely
Mr. Harvey Botting
Dr. Jonathan S. Cant
Ms Ludmila Elias
Dr. Sarah D. King
Professor Paul Kingston
Ms Lydia V.E. Lampers-Wallner
Ms Tanya Mars
Ms Bobbi McFarlane
Mr. Scott McRoberts
Dr. Mandy Meriano
Ms Vienna Phung
Mr. James Pritchard
Mr. George Quan Fun
Mr. Michael Rebic
Mr. Achala H. Rodrigo
Mr. Azeem Shaikh
Ms Kirsta Stapelfeldt

Mr. Larry Whatmore
Dr. Helen Wu

Non-voting Assessors:

Ms Liza Arnason

Secretariat:

Ms Amorell Saunders N'Daw
Ms Rena Prashad (Parsan)

Regrets:

Ms Nourhan Ahmed
Ms Kathy Fellowes
Professor Alice Maurice
Ms Helen Morissette

In attendance:

Ms Nancy Lee, Chair, UTSC Campus Council

Ms Jennifer Ankrett (Bramer), Director, Academic Advising and Career Centre

Ms Tina Doyle, Director, AccessAbility Services

Ms Therese Ludlow, Operations Manager, Office of Business, Operations and Strategic Affairs

Mr. Trevor Rodgers, Assistant Director, Planning and Budget, Planning and Budget Office

1. Chairs Remarks

The Chair welcomed members and guests to the first Campus Affairs Committee meeting of the new governance year. She introduced herself along with the Vice-Chair, Assessors and Non-voting Assessors.

2. Orientation

The Chair, Vice-Chair, and Committee Secretary, provided an Orientation presentation to the Committee. The presentation¹ highlighted the following key points:

- Overview and structure of the Governing Council and its Boards and Committees;
- Governance pathways for Extra Departmental Units (EDU), capital projects, compulsory non-academic incidental fees, and the University budget;
- Calendar of Business;
- Role of the Administration, Assessors and the Secretariat; and
- Meeting preparation, agendas, coversheets, and the Diligent Boards governance portal

3. Assessors' Reports

The Chair invited the Assessors to present their reports.

Mr. Andrew Arifuzzaman, Chief Administrative Officer, UTSC, reported that the Environmental Sciences and Chemistry Building was open and in use, and invited members to contact him if they desired a tour of the building. In addition, he updated the Committee on the successful Pan-American and Para Pan-American Games that took place on the campus over the summer. To conclude he reported that the Toronto Pan-Am Sports Centre (TPASC) would be reopened to the public at the end of September, and that he would provide the Committee with a presentation on the Games at a subsequent meeting.

Professor William Gough, Interim Vice-Principal (Academic) and Dean, reported that the academic units had submitted their academic plans to the Office of the Dean and that based

¹ Orientation Presentation

on a preliminary review, there were infrastructure implications, which would be addressed at future Committee meetings. He also discussed a strategic student enrollment initiative focused on recruitment and retention.

Mr. Desmond Pouyat, Dean of Student Affairs, invited Ms Liza Arnason, Director, Student Life, to share highlights from the Fall Orientation. Ms Arnason emphasized that orientation was integrative and collaborative to ensure students were well prepared and supported academically and socially. Ms Arnason also reported that UTSC participated in the tri-campus ASKme (program to create a welcoming environment for new students) and ASKfirst (campaign on sexual violence and training) initiatives.

The Chair thanked the Assessors for their reports and updates.

4. Capital Project: The Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall* -Total Project Cost and Sources of Funding

The Chair reported that on April 1, 2015 the Governing Council approved, in principle, the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new Highland Hall. Unfortunately, the project did not receive the anticipated provincial support through the Ontario Major Capacity Expansion Program and as a result the project had returned to the Committee for consideration of revised funding sources.

The Chair invited Mr. Arifuzzaman to present the revised plan for funding. He reported that the scope of the project had not changed and was not being brought back to the Committee for approval. The focus was rather on the revisions to the funding sources, governance approval schedule, and construction schedule. He presented the following funding sources figures to the Committee for consideration:

Funding Sources (initial project)	%	Funding Sources (revised project)	%
Government	64	Borrowing	31
Donations	10	Donations	10
Cash	16	Cash	49
Provostial Match	10	Provostial Match	10

Mr. Arifuzzaman highlighted that the forty-nine percent of the funding for the project would be from UTSC Operating Funds. He also noted that that the interest rate for borrowing would be the interest rate at the time of completion, which was expected to be less than the budgeted interest rate.

In response to a question regarding the scope of the project, Mr. Arifuzzaman provided a brief overview of the project to the Committee. He also offered to go over renderings of the project

with new members who were not a part of the Committee when the project was initially discussed and approved.

A member asked whether the new funding sources would reduce the quality of the renovation, and Mr. Arifuzzaman confirmed that the original high quality standards for the renovation would remain intact.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the capital project as described in the Project Planning Committee Report for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough dated, November 20, 2014; with a project scope of 4,237 net assignable square metres (nasm) (8,178 gross square metres (gsm)) of new construction and 2,223 nasm (4,291 gsm) of renovation; approved in principle by the Governing Council on April 1, 2015, be amended to reflect the following revised sources of funding: the UTSC Operating Funds; the Capital Campaign; the Provost Central Funds; and Financing; and that this amendment be approved.

5. Current-year Campus and Institutional Operating Budgets- presented by Professor Cheryl Regehr and Mr. Trevor Rodgers

The Chair invited Professor Cheryl Regehr, Vice-President and Provost and Chief Budget Office, and Mr. Trevor Rodgers, Associate Director, Planning and Budget to present the current-year campus and institutional operating budgets to the Committee. The presentation² included the following main points:

- The budget context for 2015 was affected and influenced by the following factors: differentiation, internationalization, domestic tuition cap, entrepreneurship, changing technology, a provincial deficit of \$12.8B, public sector wage restraints, and interest and exchange rates;
- The 2015-16 balanced budget at the institutional level was \$2.18B. Operating revenues were generated from student fees, the provincial operating grant, and other sources, while operating expenses were allocated to the academic divisions, University Wide Costs (UWC), and student aid.
- The budget model principles provided the divisions with responsibility over their budget and incentives for generating revenues. It gave the divisions the ability to manage their own funds and encouraged entrepreneurial and innovative activity.
- The University Fund (UF) was created by a ten percent deduction from the gross revenues allocated to the divisions. The funds were pooled and redistributed based on institutional priorities, academic plans, and support for divisions in need. Net

² Presentation- Current-year Campus and Institutional Operating Budgets

- contributors to the UF included: Arts and Science, Medicine, UTM, and UTSC. Net receivers of the UF included: Law, Music, Dentistry and Information.
- In an academic department, after gross revenue deductions were made for UF, University Wide Expenses, and student aid, the net revenue was used for academic priorities.
 - There were plans for fourteen percent enrollment growth at UTSC over the next five years. The growth included domestic, graduate, and international students.
 - In 2013-14, \$176M was spent on student aid to support the University's access guarantee policy.

A member commented on the low levels of student enrollment growth at other Ontario universities and asked how UofT levels had increased. Professor Regehr reported that UofT levels had increased due to excellent international higher education rankings and strong international student enrollment. She also added that the levels had increased without lowering entrance averages.

A member commented on the low Canadian dollar and asked whether it was a factor for future growth for international students. Professor Regehr explained that the low Canadian dollar would likely put UofT at an advantage for attracting students from the United States and United Kingdom.

CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the consent agenda be adopted and that the item requiring approval (item 6) be approved.

- 6. Report of the Previous Meeting: Report 12 – Wednesday, April 29, 2015**
- 7. Business Arising from the Report of the Previous Meeting**
- 8. Date of the Next Meeting –Tuesday, November 17, 2015 at 4:10 p.m.**

9. Other Business

IN CAMERA SESSION

The Committee moved *in camera*.

10. Capital Project: The Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new Highland Hall -Total Project Cost and Sources of Funding

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendations regarding the total project cost and funding sources for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new Highland Hall contained in the documentation from Mr. Andrew Arifuzzaman, Chief Administrative Officer, UTSC, dated Wednesday, September 16, 2015, be approved.

The Committee returned to open session.

The meeting adjourned at 6:45 p.m.

Secretary

Chair



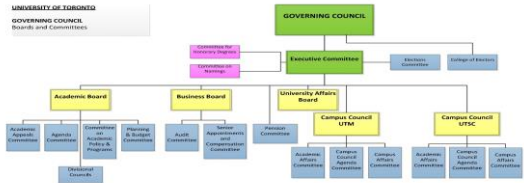
University of Toronto Scarborough Campus Affairs Committee Orientation

September 16, 2015



OFFICE OF THE GOVERNING COUNCIL

U of T Governing Council Organizational Chart

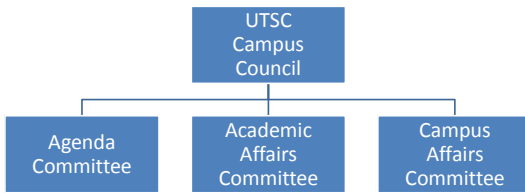


OGCC_Board/Committees with Campus Councils, Sep 3, 2013.pdf



OFFICE OF THE GOVERNING COUNCIL

The UTSC Campus Council and its Standing Committees



OFFICE OF THE GOVERNING COUNCIL

UTSC Campus Council & Committees

- **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.



OFFICE OF THE GOVERNING COUNCIL

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.



OFFICE OF THE GOVERNING COUNCIL

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; ask relevant questions.
- Act ethically and in good faith; declare all conflicts of interest.



OFFICE OF THE GOVERNING COUNCIL

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:

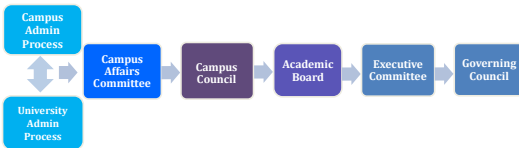
- Budget
- Campus and student services, student societies and campus organizations
- Campus Master Plans, capital plans, projects and space
- Compulsory non-academic incidental fees
- Establishment, termination or restructuring of academic units and proposals for Extra-Departmental Units (As & Bs)
-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



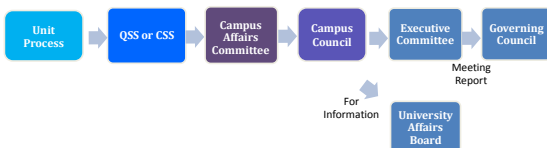
Establishment of an Academic Unit (EDU A or EDU B)



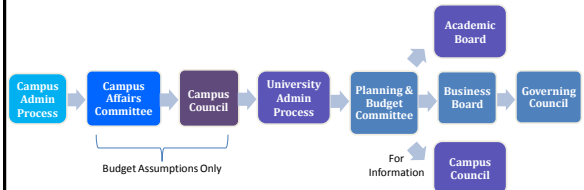
Approval of Capital Project (Level 3)



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.
- Governance bodies receive proposals and reports from the administration.
- Proposals may be...
 - Approved
 - Rejected
 - Referred back to the administration **with advice**.



OFFICE OF THE GOVERNING COUNCIL

Role of Administration/Assessors

- Presidential Assessors are included in the membership of Boards and 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.



OFFICE OF THE GOVERNING COUNCIL

CAC’s Presidential Assessors

Voting Assessors

Mr. Andrew Arifuzzaman,
Chief Administrative Officer (CAO);
Professor William Gough,
Interim Dean & Vice-Principal (Academic);
Mr. Desmond Pouyat,
Dean of Students Affairs.

Non-Voting Assessors

Ms Helen Morissette,
Director, Financial Services;
Ms Liza Arnason,
Director of Student Life.



OFFICE OF THE GOVERNING COUNCIL

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



OFFICE OF THE GOVERNING COUNCIL

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.



OFFICE OF THE GOVERNING COUNCIL

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*



OFFICE OF THE GOVERNING COUNCIL

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.

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/>

Governance portal: Diligent

- 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/governanceportal>
- Help is available 24/7: 1-866-262-7326



Cover Sheets

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

UNIVERSITY OF TORONTO		OFFICE OF THE GOVERNING COUNCIL
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 appear here.	
JURISDICTIONAL INFORMATION:	Jurisdictional information related to the item and the Governance Body's role is specified here.	
GOVERNANCE PATH:	<ol style="list-style-type: none"> 1. Every Other Governance Body (Chair of Meeting) 2. This Governance Body (Chair of Meeting) 3. Next Governance Body (Chair of Meeting) 4. Governance Body (Chair of Meeting) 5. Governance Body (Chair of Meeting) 6. Full Governance Council (Chair 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:	<p>Be it recommended to the Next Governance Body:</p> <p>THAT the action be taken, to be effective on the date specified.</p>	
DOCUMENTATION PROVIDED:	<p>See Document Name</p> <p>Second Document Name</p>	

Decisions

Proposals may be:

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

Motions may be:

- For Approval
- Recommendation for approval
- For Confirmation

More Information

U of T Home

<http://www.utoronto.ca/>

Governing Council

<http://www.governingcouncil.utoronto.ca/site3.aspx>

UTSC Governance

<http://www.utsc.utoronto.ca/governance/>

About U of T

<http://www.utoronto.ca/about-uoft.htm>

Secretariat Contacts

Ms Amorell Saunders N'Daw

Director of Governance &
Assistant Secretary of the Governing Council
saunders@utsc.utoronto.ca
416-287-5639

Ms Rena Prashad (Parsan)

Committee Secretary
rparsan@utsc.utoronto.ca
416-208-5063



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Questions



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