

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 19 OF THE CAMPUS AFFAIRS COMMITTEE

September 20, 2016

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

Your Committee reports that it met on Tuesday, September 20, 2016 at 4:10 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Mr. Larry Whatmore, Chair
Dr. Brian Harrington, Vice-Chair
Prof. Bruce Kidd, Vice-President and
Principal, UTSC
Mr. Andrew Arifuzzaman, Chief
Administrative Officer, UTSC
Professor William A. Gough, Vice-
Principal, Academic & Dean
Mr. Desmond Pouyat, Dean of
Student Affairs
Ms Sarah Balkhi
Ms Janet Blakely
Dr. Jonathan S. Cant
Mr. Keith Chen
Ms Kathy Fellowes
Mr. Rahul Gupta
Ms Mariam Issa
Mr. Mohsin Jeelani
Professor Paul Kingston
Ms Tanya Mars
Ms Nikita Roy

Ms Amina Shabeen
Dr. Helen Wu

Non-voting Assessors:

Ms Liza Arnason
Ms Helen Morissette

Secretariat:

Ms Amorell Saunders N'Daw
Ms Rena Prashad

Regrets:

Dr. Elaine Khoo
Professor Alice Maurice
Ms Bobbi McFarlane
Dr. Mandy Meriano
Professor George Quan Fun
Ms Kirsta Stapelfeldt
Mr. Stephen Wood

In attendance:

Professor Cheryl Regehr, Vice-President and Provost & Chief Budget Officer
Mr. Trevor Rodgers, Associate Director, Planning and Budget
Ms Meredith Strong, Director, Office of the Vice-Provost, Students and Student Policy
Advisor

Ms Therese Ludlow, Director of Operations, Office of Business, Operations, and
Strategic Affairs
Ms Kimberley Tull, Manager, Community Development and Engagement, Office of
Business, Operations, and Strategic Affairs

1. Chair's Remarks

The incoming Chair of the Committee introduced himself and welcomed members and guests to the first Committee meeting of the 2016-17 governance year. He also introduced the Vice-Chair, Assessors and Non-voting Assessors and invited members to introduce themselves.

2. Orientation of Members

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

- An overview and the structure of the Governing Council and its Boards and Committees;
- The role and responsibilities of the Committee, expectations of members, and conflict of interest;
- The role of Administration/Assessors and the Secretariat;
- Testimonials and perspectives from a continuing Committee member and an Assessor.
- The Calendar of Business; and
- Meeting preparation, meeting types, agenda, cover sheets, and the Diligent Boards governance portal

3. Current-year Campus and Institutional Operating Budget, UTSC

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

- The UofT budget planning exercise was primarily a bottom-up process driven by the priorities of academic divisions. The budget was approved annually by the Governing Council in April and planning for the next year's budget began soon after;
- The 2016-17 balanced budget at the institutional level was \$ 2.318B, which was an increase of \$158M from the 2015-16 budget. The sources of funding for the new \$158M was generated mainly from increases in tuition fees (\$74M) and new enrolment (\$65M);
- There were plans for 11 percent undergraduate enrolment growth at UTSC over the next 5 years. International students made up 16 percent of total undergraduate enrolment, and the ratio was expected to remain the same over the planning period;

¹ Presentation- Orientation of Members

² Presentation- Current-year Campus and Institutional Operating Budget, UTSC

- The provincial operating grant, as a source of revenue, continued to decline, representing 28 percent of total revenue in 2016-17;
- At UTSC, there were preliminary plans to hire an additional 49 faculty and librarians and 36 administrative staff by 2020-21;
- University-wide costs (UWC) include shared service portfolio operations, non-discretionary expenses such as utilities and municipal taxes, academic initiative funds such as the Undergraduate Course Development Fund, and pension special payments. UTSC paid into some shared services, but operated others, such as facilities and student services, separately;
- The University spent \$58M on need-based student aid in 2014-15. Of the \$58M, \$20M was required under the *Student Access Guarantee* policy and an additional \$35M was discretionary spending;
- In 2016-17 UTSC received \$3.3M in University Fund (UF) allocations for: capital matching, a Dean's Fund, and three positions to address student academic progress. In addition, all divisions were eligible to apply to pooled funds for diversity hiring, faculty start-up, interdivisional teaching, data science, and graduate program innovation. Since 2007-08, UTSC had received 16 percent of the total UF.

A member asked what was considered 'other costs' in the list of 2016-17 new expenses, and Mr. Rodgers reported that 'other costs' included library acquisitions, the Boundless campaign, and other non-salary commitments.

In response to questions regarding campus utility costs, Mr. Arifuzzaman explained that the solar panels on the Instructional Centre (IC) were not included in utility costs.

4. Update on the University's Sexual Violence Action Plan

The Chair invited Professor Regehr to present the update on the University's Sexual Violence action plan to the Committee. The presentation³ included the following highlights:

- In November 2014 the University created the *Presidential and Provostial Advisory Committee on Preventing and Responding to Sexual Violence*. The Committee met over an 18 month period to produce a final report, which was presented to the President and Vice-President and Provost in February 2016. In April 2016 the President and Vice-President and Provost accepted the recommendations from the report including the creation of a proposed policy on sexual violence;
- Bill 132 (Sexual Violence and Harassment Action Plan) was passed in March 2016 requiring all publicly funded Ontario colleges and universities to have a sexual violence policy that addressed sexual violence involving students and sets out the process for how the university would respond to and address incidents and complaints of sexual violence, and to provide awareness training on the sexual violence policy to faculty, staff, students, and other members of the University community;

³ Presentation- Update on the University's Sexual Violence Action Plan

- Building upon the work of the *Presidential and Provostial Advisory Committee on Preventing and Responding to Sexual Violence* and the requirements under Bill 132, the University developed a sexual violence action plan, which included four pillars: a new sexual violence policy, a climate survey, an education and prevention training component, and the creation of a new tri-campus Sexual Violence Centre & the hiring of a new Executive Director. For support and implementation of the pillars, three expert panels were established (i.e. the Climate Survey Advisory Board; the Expert Panel on Education and Prevention of Sexual Violence; and the Expert Panel on Sexual Violence Policies).
- The legislation required the Policy to be in place by January 1, 2017, and as a result the draft Policy on Sexual Violence was being presented for information in Cycle 1 governance meetings and for approval in Cycle 2. The draft Policy was released to students, staff and faculty for consultation on September 5th. The consultation period was expected to run until mid-October 2016;
- Professor Regehr discussed some of the highlights of the draft Policy, which included the following:
 - The definition of sexual violence included sexual harassment;
 - The Policy would apply to faculty, staff, and students;
 - The Policy would apply to incidents on-campus, off-campus, and online;
 - The Policy presented complainants with clear options on how to proceed following an event of sexual violence;
 - The Policy eliminated mandatory mediation; and
 - The Policy safeguarded procedural fairness for the respondent.

A member asked whether sexual violence incidents off-campus would still be reported through the criminal justice system. Professor Regehr explained that the Criminal Code would still apply, but that the complainant could report an incident through the University's system whether or not they chose to pursue a criminal claim.

Professor Bruce Kidd, Vice-President and Principal, UTSC, congratulated Professor Regehr and her colleagues for the development of the draft Policy on Sexual Violence and action plan at the University. He commented that UTSC was committed to upholding the approved Policy and planned to create a safe space on campus as part of the Sexual Violence Prevention & Support Centre. Professor Kidd encouraged Committee members to provide online feedback on the draft Policy.

5. Assessors' Reports

Mr. Desmond Pouyat, Dean of Student Affairs, reported that UTSC had experienced another successful Fall Orientation session for students, and invited Ms Liza Arnason, Director, Student Life and International Student Centre, to provide highlights on the events and activities that took place.

Ms Arnason reported that the strategic focus of Orientation was on integration and collaboration across UTSC to ensure students were academically and socially prepared and

supported through the first six weeks of the semester. Ms Arnason reported that UTSC also participated in the tri-campus ASKme program (i.e. program to create a welcoming environment for new students) and the Sexual Violence Committee conducted training sessions on consent with various student leaders on campus. In addition, the Department of Student Life made over 3000 telephone calls to first year and new students to welcome them to UTSC.

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 18 –Wednesday, April 27, 2016**
- 7. Business Arising from the Report of the Previous Meeting**
- 8. Date of the Next Meeting –Wednesday, November 23, 2016 at 4:10 p.m.**

9. Other Business

No other business was raised.

The meeting adjourned at 6:10 p.m.

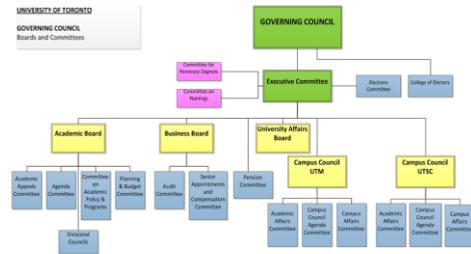
Secretary

Chair

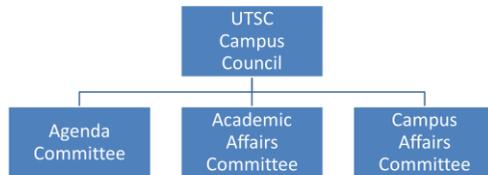
UTSC Campus Affairs Committee Orientation Session for Members

September 20, 2016

Governance Bodies at a glance



UTSC Governance Bodies



Campus Council Role

- The UTSC Campus Council and its Standing Committees were established in 2013 to improve governance oversight on all three campuses.
- Comparable to the Boards of Governing Council and comprise representatives of the five estates (Teaching staff, students, administrative staff, librarians, community members [LGIC, alumni, etc.].)
- Aimed at enhancing campus-based decision-making and ensuring accountability.

CAC Membership

Membership: 34 members

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



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.

CAC Areas of responsibility

- Budget
- Campus and student services
- Campus Master Plans
- Campus security
- Capital plans, projects and space
- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Establishment, termination or restructuring of academic units and proposals for
- Extra-Departmental Units (EDU-As and Bs) (planning and resource implications)
- Relations with the campus's external community
- Student societies and campus organizations

Expectations of Members

- Represent the perspective of your constituency in debate but, in the end, **act in the best interests of the institution.**
- Read documentation in advance to facilitate informed participation.
- Alert assessors through the Secretariat of substantive questions to be asked at the meeting.
- Actively engage: prepare, participate, pose questions.

Conflict of Interest

- Vote on all matters requiring a decision, except where a conflict of interest may exist.
- Act ethically and in good faith; declare all conflicts of interest.
- Be transparent: disclose any actual, potential or appearance of a conflict.
- If in doubt, please contact the Secretariat.

Role of Members

A member's perspective
Ms Kathy Fellowes

Bringing business forward

- Standing Committee & Council receive proposals for consideration from Assessors.
- Assessors are senior administrators appointed by the President and serve as subject-matter experts to governance bodies.
- Assessors bring forward proposals from the administration for consideration.
- They also provide reports for information.

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; some motions passed are subject to Executive Committee confirmation.

Administration & Governance

- Administration manages the University.
- Governance is a receiver of proposals and reports from the administration.
- Function of governance is to sustain and advance the University's mission.

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Leading & Managing

An Assessor's perspective

Mr. Andrew Arifuzzaman
Chief Administrative Officer, UTSC

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Meeting Agendas

- Agenda planning is based on the Calendar of Business; an overview of all anticipated business to be transacted in the governance year.
- Calendar of Business updated regularly and posted at:
<http://www.utsc.utoronto.ca/governance/resources>
- Current version found in orientation package

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Meeting Agendas

- Chair's Remarks
- Approval items
- Items for discussion and information
- Reports/Presentations
- Assessor reports
- Consent agenda
 - Items for which there may be little or no discussion/debate
 - routine or transactional in nature (e.g. minutes);
 - Members may request that a Consent agenda item be placed on the regular Agenda in advance of the meeting.
- Other business
- *In camera items*

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Cover Sheets

Cover Sheets

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

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Meeting materials

- 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/campus-affairs-committee-2016-17>
- Members are informed of substantive updates to packages.

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 **Governance portal**

Diligent Boards 

- Only tool used to distribute confidential meeting documentation to members.
- Password protected.
- Instructions for setup: <http://uoft.me/governanceportal>
- Help is available 24/7: 1-866-262-7326

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 **Meeting Types**

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.

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 **The Role of the Secretariat**

- Provides support to Committee/Council Chairs and Committees:
 - Advises members on all governance matters related to UTSC Campus Council
 - Coordinates meeting logistics & provides support to members
 - Communicates Council/Committee decisions to affected parties
 - Manages governance records and maintain Council and Committee membership

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 **Contacting the Secretariat**

Ms Amorell Saunders N'Daw
Director of Governance &
Assistant Secretary of the Governing Council
saunders@utsc.utoronto.ca
416-287-5639

Ms Rena Prashad
Committee Secretary
prashad@utsc.utoronto.ca
416-208-5063



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 **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>

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 **Your Governance IQ**

- How many members sit on the UTSC Campus Council?**
a. 34, b. 28, c. 61, d. 15
- Which individuals bring business items forward to the Council and/or Committees for consideration?**
a. Students, b. Secretariat, c. Administrative Staff, d. Assessors
- How often is the Calendar of Business updated?**
a. Annually, b. Monthly, c. Weekly, d. Daily

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4. There are _____ standing Committees of the UTSC Campus Council.

- a. 1, b. 2, c. 3, d. 4

5. At a UTSC Campus Council or Standing Committee meeting, a business item can be:

- a. Approved, b. Rejected, c. Referred back to the administration, d. All of the above

6. Normally, how many times during the governance year do the UTSC Campus Council and its Standing Committees meet?

- a. 4, b. 8, c. 6, d.10

7. What Committee sets the agenda for the UTSC Campus Council?

- a. Agenda Committee, b. Academic Affairs Committee, c. Campus Affairs Committee, d. All of the above

8. What information is included on governance Cover Sheets?

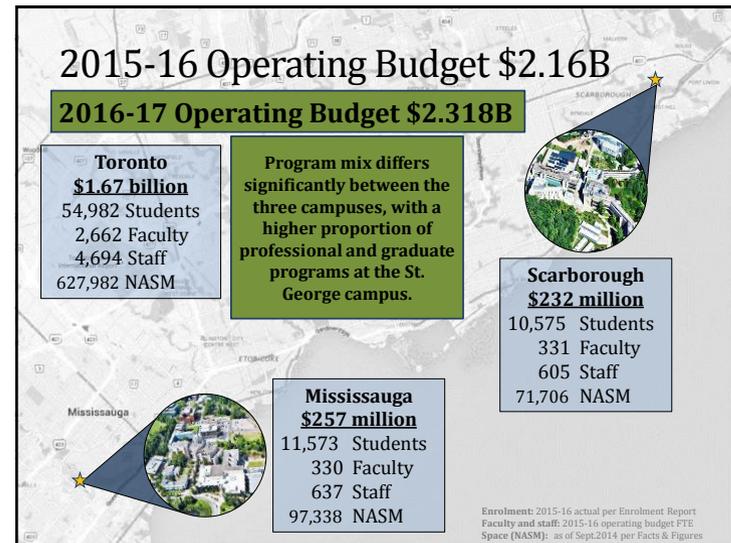
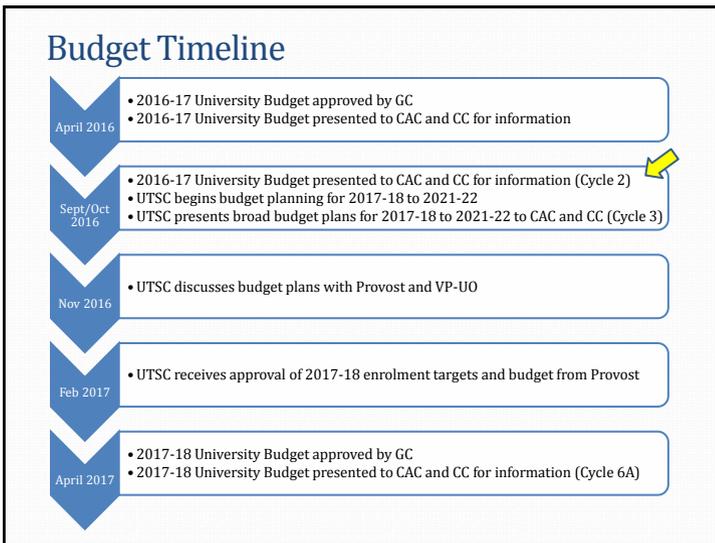
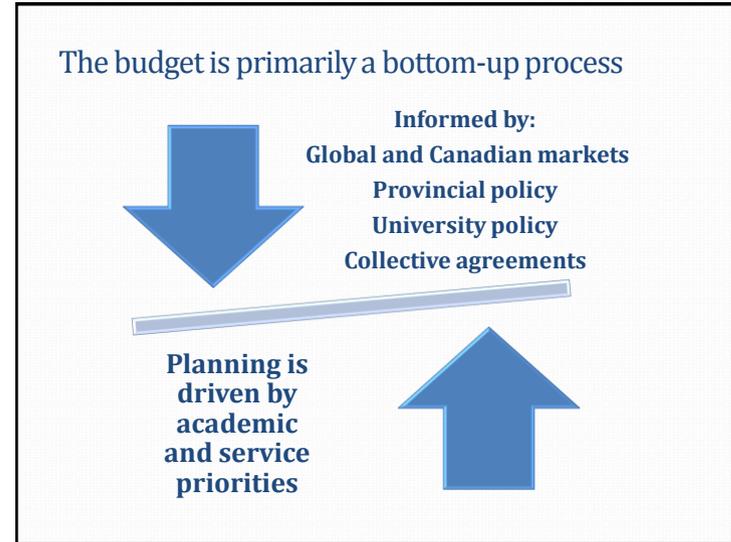
- a. Assessor information, b. Governance path, c. Motion, d. all of the above

9. The Agenda Committee and Agenda Planning Meetings take place in:

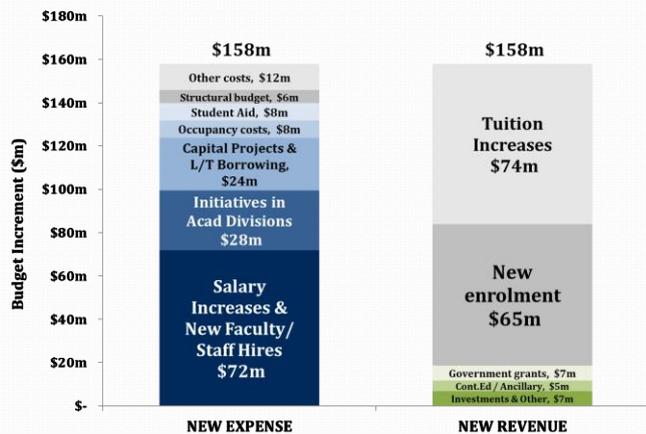
- a. open session, b. closed session, c. in-camera, d. none of the above

10. Diligent Boards is the UTSC governance _____ :

- a. professional development initiative for Council/Committee Members
b. online resource for meeting documentation,
c. the teleconference company used by the Secretariat,
d. a new governance Committee for exemplary staff



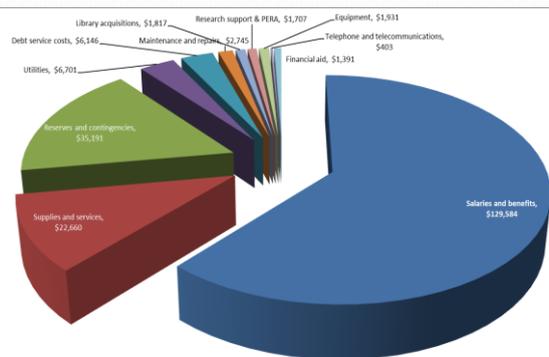
Sources of Funding for New Expenses



UofT and UTSC 2016-17 Budgets (\$m)

	UofT	UTSC
<i>Revenue</i>	2,317.8	271.1
Shared services + pension deficit	641.3	34.8
Campus costs	80.8	38.2
Central student aid	190.7	10.3
University fund contribution	n/a	15.8
Academic division(s)	1,405.0	172.0

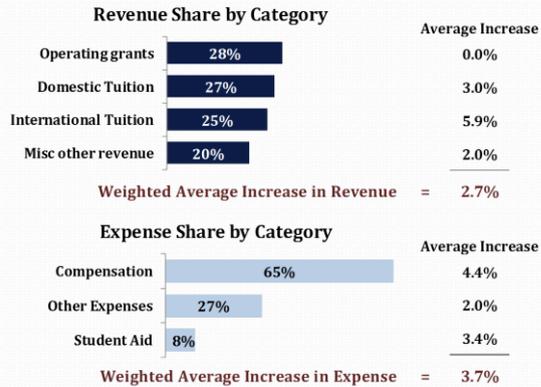
UTSC 2016-17 Budget by Expenditure Type (in millions)



Capital Projects at UTSC

- Environmental Science and Chemistry Bldg.- Completed
- Highland Hall – Under Construction
- *Future aspirations:*
 - Student Life Centre/Residences – Partnership Plan*
 - Parking Structure – Partnership Plan*
 - Co-Gen – Partnership Plan*
 - Andrews Revitalization – LIFT - SIF*
 - Bridge over Ellesmere*
 - Instructional Centre 2 – Strike PPR*

Structural deficit challenge



Tri-campus undergraduate plans

Total FTE	2015 Actual	2016 Plan	2020 Plan	5-year Growth Plan	~ % Growth
St George*	39,011	38,668	38,325	(686)	(2%)
UTM	11,405	11,904	12,791	1,386	12%
UTSC	10,486	10,841	11,686	1,200	11%
TOTAL	60,902	61,413	62,802	1,900	3%

* Full time UG enrolment in the Faculty of A&S at St. George will remain above current level until returning to original plans in 2019-20.

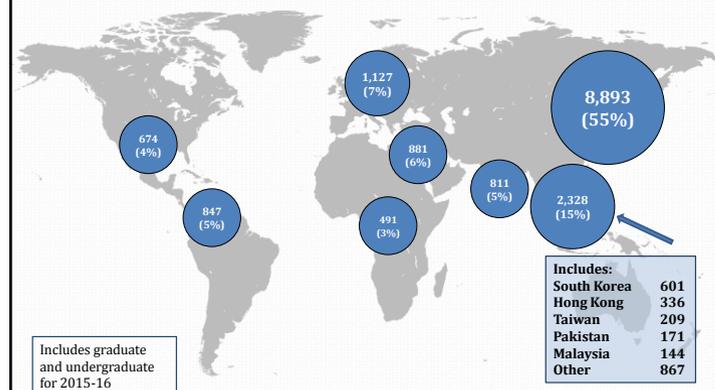
Divisional undergraduate international plans

% Int'l	Total Enrolment	
	2015 Actual	2020 Plan
APSE	28%	27%
A&S	21%	25%
UTM	18%	19%
UTSC	16%	16%

2015 total international UG students = 13,288 (18.9%)

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International Students by Geographic Region



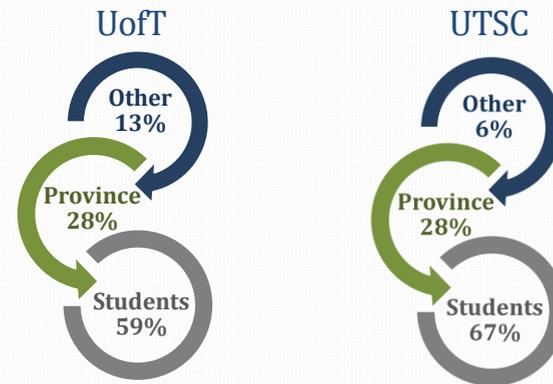
2015-16 UTSC Graduate Enrolment

Program Type	2015-16 FTE	Projected 2020-21
Prof Masters (Env. Sci)	88	95
DS Masters UTSC (Psych & Behavioural Sci)	10	20
DS Masters tri-campus *	32	n/a
PhD UTSC (Psych & Env. Sci)	56	70
PhD tri-campus *	93	n/a
TOTAL	279	

* As per self-declared code in student system

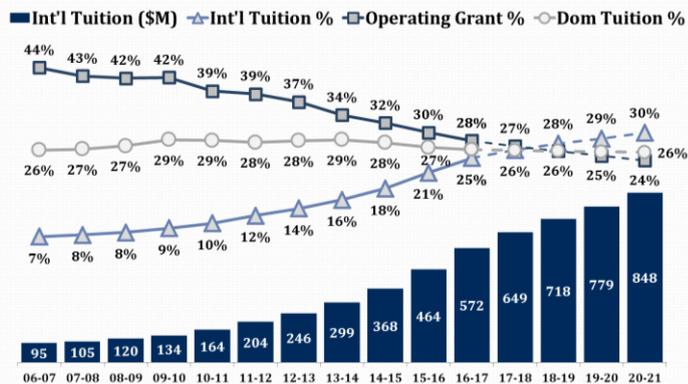
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2016-17 sources of revenue



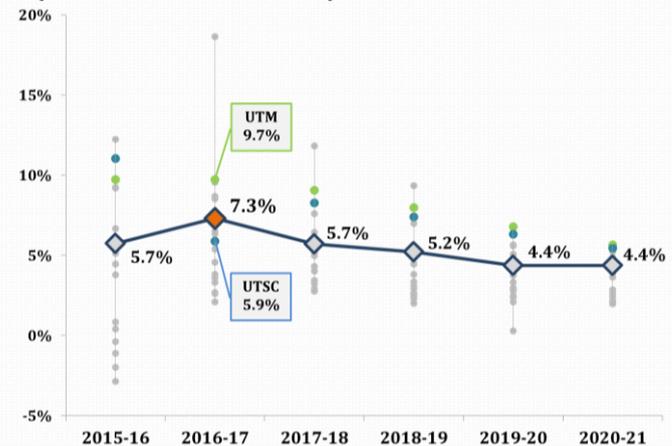
The changing revenue landscape

(excludes divisional income)



Projected Revenue Growth Rates

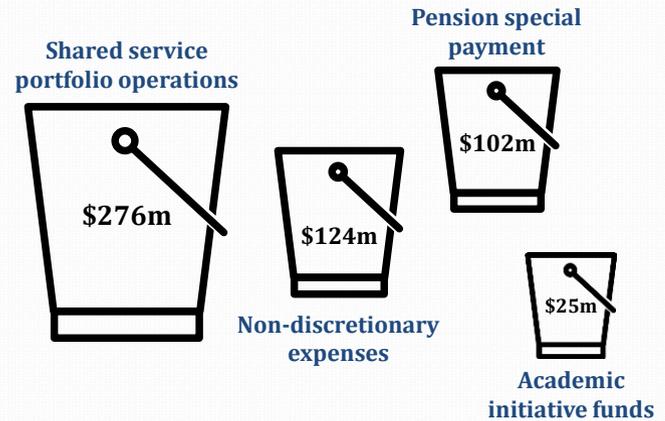
(with division-level distribution)



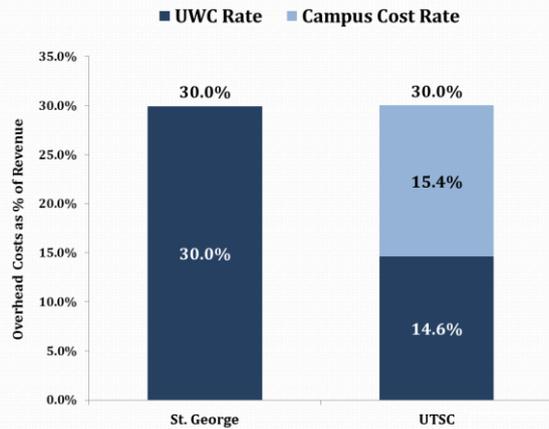
Preliminary Faculty and Staff Hiring Plans at UTSC

	Faculty & Librarians	Staff
2015-16	351	504
2016-17	+9	+4
2017-18	+10	+8
2018-19	+10	+8
2019-20	+10	+8
2020-21	+10	+8

What makes up university-wide costs?



2016-17 University-Wide and Campus Costs



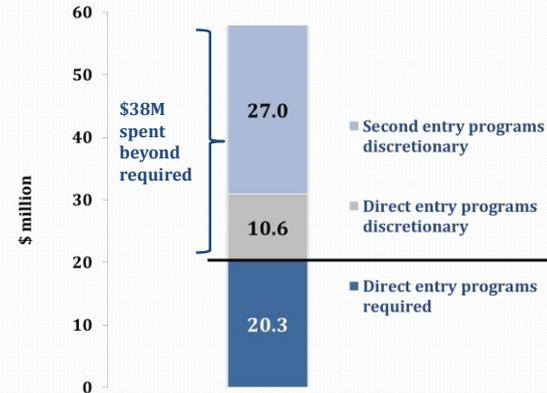
University wide costs by activity for UTSC

University-Wide Costs (in millions)	2016-17	2015-16
Student-related UWC	\$ 20.5	\$ 19.0
Faculty-related UWC (incl. Pension)	10.4	10.1
Research-related UWC	1.5	1.4
Other UWC	2.1	1.7
Total University-Wide Costs	\$ 34.6	\$ 32.2

2016-17 UTSC campus-level infrastructure costs

Campus Cost (in millions)	2016-17	2015-16
Occupancy	\$ 17.0	\$ 16.3
Library	5.0	4.6
Student Life	5.5	4.5
Admin, Finance and HR	6.4	5.7
Research	1.8	1.2
Information Technology	2.5	2.5
Total	\$ 38.2	\$ 34.8

UofT “Student Access Guarantee” expenditure: \$58 million in 2014-15



University Fund Allocations \$19m

- Excellence in Education \$5.35m
- Excellence through Access & Diversity \$3.3m
- Research Excellence \$4.8m
- Structural Budget Support \$5.7m

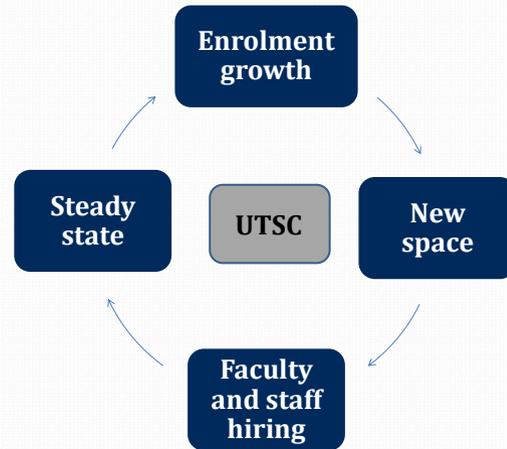
2016-17 UF Allocations to UTSC: \$3.3m

Capital matching	\$2.0m
Dean’s fund	\$1.0m
Student academic progress (3 positions)	\$300k
Access to pooled funds:	
Diversity hiring	
Start-up funds	
Interdivisional teaching	
Data science	
Graduate innovation	

UF Allocations to UTSC (\$19.2M)

Year	UF Base	OTO Capital
2007-08	\$1.0	
2008-09	\$1.4	
2009-10	\$1.1	
2010-11	\$2.2	
2011-12	\$1.0	
2012-13	\$1.7	
2013-14	\$0.8	
2014-15	\$0.2	\$2.0
2015-16	\$0.5	\$2.0
2016-17	\$1.3	\$2.0

UF allocations to UTSC to date are 16% of total UF since 2007-08; UTSC's revenue is 12% of the total university



Risks

Structural deficit

MTCU policy changes

Pension solvency

Capital markets

Cdn. \$

Opportunities

Leverage our location

SMA- Funding Formula

CFREF

Operating reserves

Cdn. \$

The University of Toronto's Sexual Violence Action Plan

University of Toronto Scarborough
Campus Affairs Committee

September 20, 2016



Bill 132

Sexual Violence and Harassment Action Plan Act
(Supporting Survivors and Challenging Sexual Violence and Harassment), 2016



Response to Advisory Committee

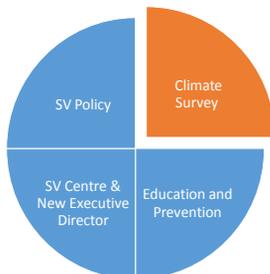
- ✓ Endorsed all Principles
- ✓ Accepted all Recommendations...
 1. New tri-campus centre
 2. New policy
 3. Review of existing policies
 4. Coordinated education
 5. Campus climate survey



Sexual Violence Action Plan



UPDATE: Climate Survey



Climate Survey Advisory Board

- **Sandy Welsh** (Chair), Professor, Department of Sociology, Faculty of Arts & Science, and Vice-Provost, Students
- **Nasma Ahmed** (Undergraduate Student), UTSC
- **Juhi Sujan** (Graduate Student), School of Public Policy and Governance, Faculty of Arts & Science
- **Michael Nicholson** (Administrative Staff Member), Coordinator, Student Academic Progress, Student Life
- **Janice Du Mont** (Faculty Member), Professor, Dalla Lana School of Public Health



UPDATE: Education and Prevention



Education and Prevention Panel

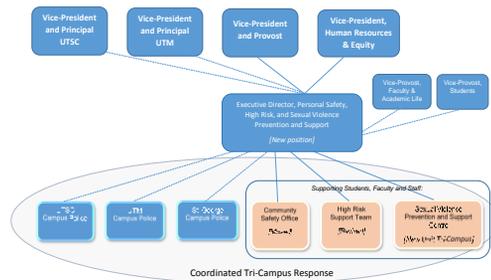
- **Gretchen Kerr** (Chair), Professor, Faculty of Kinesiology and Physical Education
- **Manvinder Sahota** (Undergraduate Student), St. Michael's College, Faculty of Arts & Science
- **Arij Elmi** (Graduate Student), Dalla Lana School of Public Health
- **Liza Arnason** (Administrative Staff Member), Director, Department of Student Life, University of Toronto Scarborough (UTSC)
- **Lana Stermac** (Faculty Member), Professor, Department of Applied Psychology & Human Development, Ontario Institute for Studies in Education



UPDATE: Sexual Violence Centre



Sexual Violence Prevention & Support Centre



UPDATE: Sexual Violence Policy



Expert Panel on Sexual Violence Policies

- **Mayo Moran** (Chair), Professor, Faculty of Law, and Provost, Trinity College
- **Saagarika Coleman** (Undergraduate Student), Victoria College, Faculty of Arts & Science
- **Lahoma Thomas** (Graduate Student), Department of Political Science, Faculty of Arts & Science
- **Mark Overton** (Administrative Staff Member), Dean of Student Affairs, and Assistant Principal, Student Services, University of Toronto Mississauga (UTM)
- **Brenda Cossman** (Faculty Member), Professor, Faculty of Law, and Director, Mark S. Bonham Centre for Sexual Diversity Studies



Online Consultation

consultations.students.utoronto.ca

Current Consultations

If you or someone you know has experienced sexual violence and requires assistance, please access the safety programs and resources available to students, staff, and faculty both on- and off-campus.

DRAFT "Policy on Sexual Violence"

Summary

The draft Policy on Sexual Violence draws on the recommendations of the Expert Panel on Sexual Violence Policies and the requirements of SA 152. The draft Policy also builds on the work of the Presidential and Provostial Committee on Preventing and Responding to Sexual Violence, which began in November 2014.

The regulation requires that a policy come into force by January 1, 2017 that outlines how universities will respond to and address incidents and complaints of sexual violence involving students enrolled at the university.

The draft Policy is now available. Please provide feedback via the button below.

For further information, please see the University's work on Preventing and Responding to Sexual Violence on the Provost's Office website. Questions can be directed to provost@utoronto.ca.

Related Document(s)

1. Draft Policy

Applicable to:

All members of the University Community

Status

Consultation is now underway

[Give Feedback](#)