

UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

OCTOBER 6, 2016

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on October 6, 2016 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Professor Hugh Gunz, Chair
Mr. Nykolaj Kuryluk, Vice-Chair
Professor Ulli Krull, Interim Vice-President & Principal
Ms Megan Alekson
Mr. Jeff Collins
Mr. Paul Donoghue, Chief Administrative Officer
Professor Amrita Daniere, Vice-Principal Academic & Dean
Mr. Simon Gilmartin
Ms Shirley Hoy, Chair of Governing Council
Professor Angela Lange
Professor Joseph Leydon
Ms. Jay Nirula
Mr. Alex Paquette
Professor Judith Poë
Dr. Laura Taylor

Mr. Glenn Thompson
Mr. Jose Wilson

Regrets:

Dr. Kelly Akers
Ms Teresa Bai
Ms Kristina Kaneff
Mr. Tarique Khan
Ms Shelley Hawrychuk
Ms Farah Noori
Professor Holger Syme
Mr. Douglas Varty
Mr. Ricardo Vazquez
Ms Samra Zafar

In Attendance:

Ms Alicia Boatto, *The Medium*
Mr. Nicholas Dion, Senior Projects Officer, Office of the Provost
Professor Kelly Hannah-Moffat, Vice-President, HR & Equity
Professor Scott Mabury, Vice-President, University Operations
Mr. Mark Overton, Dean of Student Affairs
Mr. Trevor Rodgers, Senior Manager, Planning and Budget

Secretariat:

Mr. Sheree Drummond, Secretary of the Governing Council
Ms Cindy Ferencz Hammond, Director of Governance, UTM, Assistant Secretary of the Governing Council
Ms Mariam Ali, Committee Secretary

1. Orientation

The Chair, Professor Hugh Gunz and Ms Cindy Ferencz-Hammond, Director of Governance, UTM and Assistant Secretary of the Governing Council presented Orientation material to new members, who were also directed to Orientation Resources available at <http://uoft.me/OrientationUTM201617>.

The Chair explained that Council would oversee matters that directly relate to Campus' objectives and priorities, development of long-term and short-term plans and the effective use of resources in the course

of these pursuits. The presentation included visual representations of the governance paths for the consideration of capital projects, compulsory non-academic incidental fees, as well as the campus and institutional budget. The Chair also gave an overview of the difference between the role of governance and administration, and talked about the roles and responsibilities of members. Ms Ferencz-Hammond discussed the use and value of cover sheets and the governance portal, *Diligent Boards*.

The Chair invited Professor Ulli Krull, Interim Vice-President & Principal, Professor Amrita Daniere, Vice-Principal Academic and Dean, Mr. Paul Donoghue, Chief Administrative Officer to present an overview of the Campus and their respective roles as Presidential Assessors. The presentation outlined senior administrative structures at UTM and assessor priorities for the 2016-17 academic year¹.

2. Chair's Remarks

The Chair welcomed members to the first meeting of the UTM Campus Council for the academic year. He introduced Mr. Nykolaj Kuryluk, Vice-Chair, Professor Ulli Krull, Interim Vice-President and Principal; and the Committee's non-voting assessors, Professor Amrita Daniere, Vice-Principal Academic and Dean and Mr. Paul Donoghue, the Chief Administrative Officer. The Chair also welcomed and introduced both new and returning members of the Campus Council.

The Chair invited Ms Shirley Hoy, Chair of the Governing Council to make her remarks to members. Ms Hoy thanked members of Council for their commitment to advancing the mission of the University. She remarked on the importance of the tri-campus governance structure to U of T since its inception in 2013, and noted that the UTM governance bodies have continued to successfully fulfill the responsibilities delegated to them by the Governing Council. She emphasized that members could rely on the support of those in governance leadership roles, the administration and the Secretariat to provide clarity on complex issues. Ms Hoy concluded by saying that this was her ninth year as a Governor, that it had been an enriching and fascinating experience to date, and that she was confident that members would find their commitment to governance similarly fulfilling.

3. Current Year Campus and Institutional Operating Budget

The Chair informed members that the presentation would provide context for the 2016-17 Budget, including structure and process, enrolment, UofT Revenue, expense and university fund and student financial support. The discussion would support UTM's annual budget preparations and the integration of campus budget plans into the University's budget. The Chair then invited Professor Scott Mabury, Vice-President, University Operations and Mr. Trevor Rodgers, Senior Manager, Planning and Budget to present². The presentation included the following key points:

- A review of the budget timeline, noting that UTM budget planning for 2017-18 had already begun and that UTM senior administration would discuss budget plans with the Provost and the Vice-President, University Operations in November, 2016;
- The University's budget was informed by several factors, including global and Canadian market behavior, provincial and university policies, and collective agreements; in addition, planning was driven by academic and service priorities;

¹ A copy of the Assessor Presentation is attached as Attachment B.

² A copy of the Budget Presentation is attached as Attachment C.

- A balanced budget had been achieved at the institutional level at \$2.16 billion in 2015-16; with a projected operating budget of \$2.31B for 2016-17;
- Ontario's per-student operating grant funding was the lowest in the country and per student allocation to the University of Toronto was less than any other university in Ontario;
- International tuition as percentage of revenue had steadily increased from 7% in 2006-07 to 25% in 2016-17 and was projected to grow to 26 % by 2020-21. The Canadian dollar has had a major effect on this trend, making U of T's tuition more attractive to international students;
- The Provincial operating grant as a share of total operating revenue had decreased from 44% in 2006-07 to 25% in 2016-17, and would continue on its downward trend to 24% by 2020-21;
- Professor Mabury stated that the three sources of revenue - international tuition, operating grant and domestic tuition, would be divided relatively equally by 2019-20;
- Structural budget challenge: Weighted average increase in revenue was 2.7%, while weighted average increase in expenses was 3.7%, producing a structural deficit of 1.0% driven primarily by compensation. Due to recent collective agreements with USW and other unions, the average cost of compensation had decreased and created a large impact on the proposed structural deficit, which was at 1.5% in 2015-16;
- Long term tri-campus undergraduate enrolment plans indicated that UTM and UTSC would continue growing until 2021, by 12 % and 11% respectively, whereas the St. George campus would keep enrolment figures relatively flat;
- \$58 million in financial assistance was provided by the University to its undergraduate students in 2014-15, which was \$38 million above the provincially mandated requirements;
- Preliminary faculty and staff hiring plans at UTM were aggressive and would aid in the reduction of the student to faculty ratio as well as provide more front line staff for student services;
- The University Fund (UF) was created by a 10% deduction from gross revenues that would be allocated by the Provost based on academic plans and institutional priorities;
- UF allocations totaled \$19 million for 2016-17 at the institutional level and were allocated towards four themes: excellence in education, excellence through access and diversity, research excellence, and structural budget support;
- The 2016-17 UF allocations to UTM included \$2.0M in capital matching, \$1.0M towards the Dean's fund which would go into the base to enhance academic initiatives at UTM and \$300,000 towards student academic progress positions in order to improve student retention rates;
- UTM also had access to pooled funds provided by the Provost for diversity hiring, start-up funds, data science and graduate innovation. UTM had accessed the pooled funds for a hire in data science;
- Areas of budgetary risk included the structural deficit, changes in provincial policies, pension solvency, capital market changes and the value of the Canadian dollar. Areas of opportunity were the ability to leverage our location, looking at the Strategic Mandate Agreement funding formula, research funding, making creative use of operating reserves and the value of the dollar to attract international students.

In response to a member's question, Professor Mabury clarified that the difference in revenue between UTM and UTSC was partly due to the timing of enrolments at both divisions, and primarily due to the higher headcount at UTM. In addition, a member asked for clarification of the convergence of revenues of all divisions across the university as illustrated in Slide 13 and the implications of this convergence for the UF. Professor Mabury clarified that the data signified projected dates versus actuals. He added if projections were realized, the UF would become more restrictive and more competitive, and that divisions would have to present compelling initiatives during the academic budget review process to secure UF allocations.

A member stated that the 2014-15 target for graduate enrolment at U of T had not been met, and asked if this year's enrolment had met current targets. Professor Mabury stated that the targets set out by the Strategic Mandate Agreement were met, but noted that divisional targets were more aggressive. He responded that the current enrolment for Masters programs were very near to the target, and that for doctoral studies numbers were slightly under target. Professor Mabury noted that there was a need to increase international student enrolment for graduate studies, and to reduce reliance on the greater Toronto area and U of T students.

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

The Chair invited Professor Kelly Hannah-Moffat to present³ an update on the University's Sexual Violence Action Plan. Professor Hannah-Moffat noted to members that the Presidential and Provostial Committee on Preventing and Responding to Sexual Violence had been created in November 2014 and had consulted and researched for more than 18 months. She stated that the University had accepted all the recommendations of the Committee and had been moving forward on all these recommendations over the summer.

Professor Hannah-Moffat informed members that in March 2016, the Ontario government passed Bill 132, which contained specific provisions for all publicly-funded Ontario colleges and universities. The new legislation and accompanying draft regulations required all Ontario universities to have a sexual violence policy. The policy would need to address sexual violence involving students and set out the process for how the university would respond to and address incidents and complaints of sexual violence, to provide training to faculty, staff, students and other members of the community on sexual violence prevention, and set out the policies and processes in place to prevent and respond to sexual violence. The policy had to come into effect by January 1, 2017. Bill 132 also made some changes to the Occupational Health and Safety Act, which required the revision of some existing policies concerning workplace harassment. These changes had to be in place by September 8, 2016 and involved expanding the definition of workplace harassment to include workplace sexual harassment, as well as adding references to the University's workplace harassment program.

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's sexual violence action plan, 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 and 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). Professor Hannah-Moffat was pleased to report that Dr. Terry McQuaid had been hired to serve as Executive Director as of October 11, and that she brought with her a significant breadth of experience. She added that Ms Laura Bradbury, formerly the manager of the Community Safety Office, had accepted a one-year secondment to serve as the Director of the Office of Safety and High Risk.

Professor Hannah-Moffat stated that recommendations from an expert panel were used to draft the proposed sexual violence policy. The draft policy had been published on the consultation website on September 7, inviting feedback from all U of T students, staff and faculty. Consultation meetings continued with student associations, who were also holding student-led consultation sessions on each campus. She informed members that the policy would be brought forward for consideration to Governing

³ A copy of this presentation is attached as Attachment D.

Council on December 15, 2016. Professor Hannah-Moffat provided some highlights of the policy, which included:

- The definition of sexual violence in the policy would include sexual harassment;
- The policy would apply to all students, staff and faculty;
- The policy would apply to incidents that occurred on-campus, off-campus and on-line;
- The complainant was provided with options on how to proceed;
- The policy would not prescribe mandatory mediation; and,
- There would be procedural fairness for respondents.

Professor Hannah-Moffat encouraged members to familiarize themselves with the policy and emphasized that feedback was being considered very carefully.

A member raised the issue of students who participated in external companies for experiential learning opportunities or working off-campus, and asked whether the proposed policy would apply in such cases. Professor Hannah-Moffat advised that the University would adhere to relevant jurisdictional boundaries, however she noted that complainants would receive support from the university regardless of where the incident took place. She explained that the University also had tools in place to ensure the safety of their students, such as the deactivation of placements or the enactment of trespass laws on campus. She also noted that how the policy would apply to international students as well as students on international exchanges was currently being considered. The member raised another issue regarding training for teaching and administrative staff, and Professor Hannah-Moffat advised that training would be provided to these estates and was a significant priority of the Education and Prevention Panel under Professor Gretchen Kerr.

A member inquired about whether the difference in power structures between the various members of the community would be dealt with within the policy. Professor Hannah-Moffat responded that all members of the university were held to the same high standards, and that these standard behavioral expectations would not change across groups. She added that when taking action on a complaint, the Student Code of Conduct, human resources or faculty-specific policies would be referred to on a case by case basis.

A member commented that the number of incidents which would be disclosed could increase significantly due to increased supports available, and inquired as to whether sufficient staffing levels were available to respond. Professor Hannah-Moffat advised that the staffing levels required would be monitored regularly to meet such demand.

In response to a member's question, Professor Hannah-Moffat advised that there would be locations accessible on each campus. Mr. Mark Overton, Dean of Student Affairs, UTM anticipated that a 24/7 service would be provided virtually, and that the Health and Counseling Centre, Human Resources and a variety of other services in addition to the Sexual Violence Centre would be able to provide initial triage support to complainants. A member asked how the Centre would be promoted to students, and commented that it would be beneficial for promotional material to be included in orientation packages. Professor Hannah-Moffat advised that similar mechanisms would be used as they were for other campus services, and that the Centre would use promotional material, consult with student societies and engage directly with students to promote its services.

5. Report of the Interim Vice-President & Principal

Professor Krull announced the launch of an interdisciplinary Center of Medicinal Chemistry (CMC), and recognized the \$7 million donation from the Mississauga-based, Orlando Corporation. The Centre would be a research cluster building on the efforts of Professor Patrick Gunning. The research focus would be the development of new drugs targeting cancer and other diseases. The total investment by the federal government, the Orlando Corporation, the central administration of UofT, and of UTM would total \$20M towards the CMC, and would result in leading research by a team of outstanding faculty, as well as new educational streams in medicinal chemistry. Professor Krull remarked that this development would assist in moving UTM to build a more significant research presence within the University and connecting research so that it would inform and impact teaching. He stated that UTM must intensify its graduate and research expansion in order to serve as a fully comprehensive campus, and that that he hopes to see research cluster development replicated in the social sciences and humanities disciplines as well.

In response to a member's question regarding the marketing and communication of UTM to its surrounding community, Professor Krull stated that progress was being made on that front. He noted that there was a need for a fundamental change in the area of communications, to better network communications across the campus and extend the reach beyond its current location in the Office of Advancement. One model being considered is based on a client-service focus, which would build a team of professional communicators that would respond to needs across the campus.

6. Calendar of Business, 2016-17

The Chair referred members to the Calendar of Business, and advised that the document would be updated on the Office of the Campus Council website every Friday; he encouraged members to review the Calendar on a regular basis.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 9 - Report of the Previous Meeting, be approved.

7. Report on UTM Capital Projects – as at August 31, 2016 (for information)

8. Reports for Information

- a. Report 19 of the Agenda Committee (September 22, 2016)
- b. Report 18 of the Campus Affairs Committee (September 15, 2016)
- c. Report 17 of the Academic Affairs Committee (September 14, 2016)

9. Report of the Previous Meeting: Report 18 – May 24, 2016

10. Business Arising from the Report of the Previous Meeting

11. Date of the Next Meeting – December 7, 2016 at 4:10 p.m.

The Chair reminded members that the next meeting of the Council was scheduled for Wednesday, December 7, 2016 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

12. Question Period

There were no questions.

13. Other Business

There were no other items of business.

The meeting adjourned at 6:50 p.m.

Secretary
October 11, 2016

Chair