

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 19 OF THE CAMPUS AFFAIRS COMMITTEE**

NOVEMBER 21, 2016

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on November 21, 2016 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Professor Joseph Leydon, Chair
Professor Ulrich Krull, Interim Vice-President &
Principal
Ms Megan Alekson
Ms Teresa Bai
Professor Lee Bailey
Mr. Arthur Birkenbergs
Professor Elspeth Brown
Professor Amrita Daniere, Vice-Principal
Academic and Dean
Mr. Paul Donoghue, Chief Administrative
Officer
Mr. Dario Di Censo
Dr. Giovanni Facciponte
Ms Raqshanda Khan
Ms Pam King
Mr. Nykolaj Kuryluk
Mr. Mohamed Mohamud
Ms Sue Prior
Mr. Mark Overton, Dean of Student Affairs
Mr. Andy Semine
Professor Anthony Wensley
Mr. Nate Van Beilen

Non-Voting Assessors:

Ms Christine Capewell, Director, Business
Services
Ms Andrea Carter, Assistant Dean, Student
Wellness, Support & Success
Mr. Dale Mullings, Assistant Dean, Students and
International Initiatives

Regrets:

Ms Sharmeen Abedi
Ms Nour Alideeb
Professor Hugh Gunz
Mr. Tarique Khan
Professor Judith Poë
Professor Chester Scoville
Professor Jumi Shin
Ms Amber Shoebridge
Professor Steven Short
Professor Gerhard Trippen

In Attendance:

Mr. Andrea De Vito, Assistant Director, Retail Services & Administration
Ms Menna Elnaka, Medium
Ms Vicky Jezierski, Director, Hospitality & Retail Operations
Mr. Chris Lengyell, Acting Director, Student Housing & Residence Life
Mr. Chad Nuttall, Director, Student Housing & Residence Life

Secretariat:

Ms Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council
Ms Mariam Ali, Governance Coordinator, UTM

1. Chair's Remarks

The Chair welcomed members to the meeting and provided an overview of the available positions during the 2017 Elections, noting that the nominations for elected positions on Campus Council would open on Wednesday, January 4 and close on Friday, January 13, 2017. Once filled, these terms would begin on July 1,

2017. The Chair advised members to contact Ms Cindy Ferencz Hammond, Deputy Returning Officer if they had any inquiries.

2. Student Housing & Residence Life - The *Focus 15 Plan*: Mr. Chad Nuttall, Director, Student Housing & Residence Life

The Chair invited Mr. Chad Nuttall, Director, Student Housing & Residence Life (SHRL) to present¹ on the *Focus 15 Plan* for residence services. Mr. Nuttall noted that the purpose of the presentation was to provide context for a visioning exercise for residences and to receive feedback from members. Mr. Nuttall advised the Committee that there had been rapid expansion of the residences between 1999 and 2008, and that the priority for the last 15 years had been to ensure that the operation attain a positive fund balance. With the positive fund balance now achieved, there was an opportunity to reengage and evaluate future goals. The visioning exercise had been a highly consultative process that focused on updating the SHRL mission so that it was aligned with the current academic mission, and to create a document that would guide the strategic vision for student housing and residence for the coming 15 years. Mr. Nuttall provided an overview of the different methods of engagement through which consultation had been sought. He stated that this process had confirmed the need to continue the first year and international 4-year housing guarantees, to increase focus on the first year experiences, and ensure renewal of existing residence communities over a 10-year period. He noted that a need for more community spaces in the townhouse complexes had been highlighted, and that there had been interest in clustering first year students in and around the Oscar Peterson Hall residence building. There had also been interest in creating clusters of upper year students in the townhouses, which would create two distinct neighborhoods of first year and upper year students. Mr. Nuttall advised members that SHRL would take the findings of the report and input this into their operational plans and financial models, as well as begin to initiate discussions on community spaces and any future expansion.

A member asked if a new residence building for first years was part of the immediate plans and queried the location of the building. Mr. Nuttall responded that the planning for any future buildings would begin soon, and that location would be based on the Campus Master Plan. In a follow up, the member asked if the existing townhouses were to be demolished. Mr. Nuttall replied that after a facilities assessment was conducted, it showed that the townhouses had been well-maintained as they were renovated each time a family moved out.

A member asked if a market comparison against other universities had been considered as part of the planning process. Mr. Nuttall confirmed that this had been done, and that the consultants found that providing single rooms and the four year international guarantee provided a competitive advantage for UTM. He added that the strongest competition for residence was in fact with the St. George campus; however UTM's international residence population was approximately 30 percent, whereas the institutional average was at 10 percent due to a higher uptake on the housing guarantees at UTM.

A member inquired as to the rationale behind creating two distinct first year and upper year neighborhoods. Mr. Nuttall explained that upper year students did not wish to be housed with first year students as upper years tended to be more independent and required a different atmosphere. First year students however had a higher dependency on dining halls and therefore it was envisioned that they would be clustered around dining and meeting spaces at Oscar Peterson Hall. He also noted that UTM was one of the only residences to cluster students by academic program, which was complex to implement, but highly requested and also provided a competitive advantage. Feedback during the consultation process had also indicated that these living-learning communities be expanded.

¹ A copy of the Student Life presentation is attached as Attachment A.

3. Pre-Budget Ancillary Update

The Chair noted that the presentation would provide members with information on the issues and opportunities facing ancillary services and to prepare for the consideration of the Ancillary Operating Plans at the next meeting of the Campus Affairs Committee. The Chair invited Mr. Paul Donoghue, Chief Administrative Officer, Ms Vicky Jezierski, Director, Hospitality & Retail Operations, Ms Megan Alekson, Manager, Parking & Transportation and Mr. Chris Lengyell, Acting Director, Student Housing & Residence Life to present². The presentation included the following key points:

- The university's four financial objectives for service ancillaries: operate without subsidy; provide for capital renewal; maintain a 10 percent operating reserve; and, having achieved all of these objectives, to contribute to the operating budget. However, at UTM ancillaries do not contribute to operating as that would change the nature of the operations towards earning a profit, rather than to provide excellence in service while financially sustaining themselves;
- Prior to being submitted to the Campus Affairs Committee, a number of bodies were consulted and provided input into the budgets, which included the review of Residence and Meal plans, Food Services and Transportation & Parking with their respective advisory committees;
- UTM was at or below midpoint in a university market comparison of food service prices;
- Food services budget considerations included the inflation of food prices and the restructuring of meal plans in order to make them simpler and more flexible for students;
- The proposed price increase for the parking ancillary would be 3% for reserved and unreserved permits, with no increase in pay and display prices;
- The new parking deck had opened in November and had significantly increased the number of parking spaces available (298 spaces). It was noted that though the waitlist had been a challenge earlier in September, it had been cleared once the parking deck had opened fully;
- Residence ancillary would experience a positive fund balance for the first time since 1999, which would be focused on reinvestment in aging infrastructure;
- Market comparison indicated that UTM residence rates were below average when compared to many Ontario universities, and competitive with local, off-campus housing, which although comparable, did not offer the many services offered by Residence.

In response to a member's comment, Ms Jezierski explained that York University had a significantly lower meal plan amount, however students normally ran out earlier in the year and were therefore forced to add to their balance again during the fall semester. Ms Jezierski explained that in comparison, the UTM plans were more realistic so that students were better able to manage their budgets over the academic year. She also added that UTM normally compared itself to the University of Windsor, based on student population and campus similarities. In response to a question regarding sustainability initiatives, Ms Jezierski advised that the use of the recently introduced food dehydrator in Oscar Peterson Hall had reduced organic waste by approximately 50 to 75 %, and that the department was looking to expand this to other buildings.

In response to a member's question, Ms Alekson noted that zip car parking spaces were still available, however due to reduced demand, they had been reduced from 3 to 2 spots in Lot 9. In response to a member's question regarding the repayment plans on the new parking deck, Mr. Donoghue explained that based on the recommendation of the Parking and Transportation Advisory Committee, the decision had been made to pay off the loan faster rather than to keep a reserve and repay the loan simultaneously over a longer period of time. He noted that there was now a small reserve kept for potential maintenance and minor repairs, however the repayment plan had been adjusted so that the loan can be paid off in approximately 6 to 7 years.

² A copy of the Pre-Ancillary Budget Update presentation is attached as Attachment B.

4. UTM Proposed Operating Budget, Themes and Priorities

The Chair informed members that the presentation would discuss the themes and priorities for the 2017-18 Budget and that the discussion at this Committee level would support UTM's annual budget preparations and the integration of campus budget plans into the University's budget. The Chair then invited Professor Ulli Krull, Interim Vice-President & Principal and Professor Amrita Daniere, Vice-Principal Academic and Dean to present the item. The presentation included the following key points³:

- The relationship between the four different funds was explained, specifically that the operating funds did not draw from ancillary operations and that restricted funds were primarily for research purposes;
- The 2016-17 total revenue budget for UTM was \$264.4 million, and after allocations towards the University Fund (UF), University-wide costs, and Student Aid, net revenue to UTM was \$204.2 million or 76 % of the gross revenue;
- The net contribution to the University Fund for 2016-17 was 27.0 million;
- Professor Krull explained that UF allocations went into the base budget for each division and that the fund was intended to balance out over a period of 25 years so that units who were not able to support themselves initially would be subsidized while they create a sustainable financial plan. He added that over ten years, UTM would contribute approximately \$200 million to the UF;
- UTM's Budget priorities for 2016-17 included: some enrolment growth from flow through, reducing the student to faculty ratio, faculty and staff searches, enhancing the student experience, experiential learning initiatives and space expansion as well as the development of the UTM vision;
- Professor Daniere explained that large numbers of graduate enrolment were not anticipated; however a new graduate program and PhD program was in development. She added there had been a push to increase the number of research stream students who indicate that they were UTM-affiliated in order to more accurately reflect where students in the tri-campus programs were conducting their research;
- Despite a decline in domestic undergraduate applications overall, UTM continued to receive a healthy number of applications, which should allow UTM to reach enrolment targets in the coming year;
- The international student intake exceeded the target of 20%, reaching 24.2% in 2015-16. This would likely not be repeated in order to decrease dependence on international students. Efforts also continued towards an increase in diversification of source countries in order to support a global view of education and reduce budget vulnerability;
- UTM's student to faculty ratio in 2014-15 was 35.7 to 1, and the long-term target was 30 to 1. This would be facilitated through additional faculty hires and Professor Daniere noted that there were 38 faculty searches being conducted for 2016-17, of which 27.5 were growth positions;
- Faculty searches were a significant undertaking and though there was a high demand for increased faculty, it required more time and resources such as space and start-up funds;
- To enhance the student experience, funds were allocated towards enhanced communication and writing skill development support, more opportunities for research intensive forms of learning, and exploration of undergraduate co-op programs;
- Professor Daniere stated that though the implementation of co-operative programming would be complex and required a significant amount of investment to adhere to provincial standards and fully prepare students, a pilot program was currently in development to assess the viability of such programs at UTM;
- There would be a renewed emphasis on strengthening research infrastructure investments, such as the Science building, which would be anchored by the Centre for Medicinal Chemistry;

³ A copy of the Budget Presentation is attached as Attachment C.

- Faculty hiring would also look to create research clusters when student demand and resources align, as they currently do for a computer science research cluster;
- The Vision and Strategic Plan would undertake broad and inclusive consultation, including feedback sessions and facilitated focus groups. The draft vision statement document was intended to stimulate discussion amongst the UTM community;
- Themes that had surfaced from consultation were: Communication, Community and Creativity, along with Equity and Diversity. There had been significant interest in campus-wide communication initiatives, the concept of sustainability, and further engaging with the wider Mississauga community while showcasing the diversity on campus;
- The fundamental fiscal strategy at UTM had been to utilize revenue towards growth in faculty and space, however the division was now moving towards steady state enrolment and had to address growth-induced issues in order to move forward in good standing.

Members were advised that UTM senior administration would be presenting its budget to the Provost on December 9, 2016. Members discussed the potential of an increased number of international students that could potentially come from the United States due to the recent election, and whether this has been taken into account for any future enrolment projections. Professor Daniere advised that in the last several years there has been a shift towards increased recruitment in the United States already, so it has been incorporated into enrolment targets. Professor Krull advised members that there had been significant increase in website traffic on the UofT website after the election and that the Vice-President, International has been very active in the U.S media as a Canadian source for perspectives on the election aftermath which bolsters the university's reputation across the border.

A member asked if space allocated for humanities research was to be reduced compared to original plans for North Phase 2, and asked about the nature of the research spaces. Mr. Donoghue advised that there was never any plan to decrease humanities research spaces and noted that these spaces were meant to enhance team-based and collaborative research.

A member inquired into the level of control UTM has over the graduate enrolment numbers and process and the identification of students as UTM-affiliated. Professor Daniere replied that this was dependent on the student, so that if students chose to indicate that they were UTM-affiliated, there would be some small effect on the UTM budget. She added that the benefit of showing the true number of UTM-affiliated students would be that space allocations would be more accurately reflected for graduate students when that information was submitted to the government. Professor Daniere added that enrolment for professional masters programs was completely controlled by UTM and that they contributed positively to the UTM operating budget. As a follow up, the member inquired into whether UTM had the capacity to increase the graduate faculty component. Professor Daniere responded that capacity could be built with the development of a Science wing, whereas professional masters programs already had space allocated. This was an evolving issue, and as demand for graduate spaces increased, this issue would be further examined.

5. Assessor's Report

Mr. Overton advised members that at its February meeting, assessors would bring forward the annual item of compulsory non-academic incidental fees for consideration. He reminded the Committee that the Quality Service to Students (QSS) Committee, which provided advice to the administration's proposals, had not met during the past academic year. However, this year, QSS had met twice and would meet three more times before the February meeting, and that approximately a dozen advisory group meetings had been scheduled.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 7 - Report of the Previous Meeting, be approved.

6. **Report on Capital Projects** – as at October 31, 2016
7. **Report of the Previous Meeting:** Report 18 – September 15, 2016
8. **Business Arising from the Report of the Previous Meeting**
9. **Date of Next Meeting** – Wednesday, January 11, 2017, 4:10 p.m.

10. Other Business

There were no items of other business.

The meeting adjourned at 6:05 p.m.

Secretary
November 29, 2016

Chair



Student Housing & Residence Life The *Focus 15* Plan

Presented by Chad Nuttall Director,
Student Housing & Residence Life

Campus Affairs Committee
Monday November 21, 2016



Purpose of this presentation



EXPERIENCE UTM RESIDENCE EXCELLENCE LIVES HERE



Context: How did we get here?

- **Rapid expansion between 1999-2008**
Added Roy Ivor Hall, Erindale Hall and Oscar Peterson Hall.
- **Top Priority for last 15 years**
The primary focus of the last 15 years was to push operation into positive fund balance.
- **Earlier Phases**
Now that the goal of positive fund balance has been reached – earlier residence phases need renewal.



What is a Housing Master Planning?

- A Highly Consultative Process
- Ensuring SHRL is supporting campus mission
- Time to reflect and have tough discussions
- A document to guide strategic vision for 15 years



Highly Consultative Process



Focus 15: High Level Summary

- **Continue Student Housing Guarantees**
- **Increased focus on intentional first year experience**
- **Renew existing residence communities over 10 years**



Focus 15: High Level Summary

- **Build new community and laundry spaces in townhouses and community kitchen in OPH**
- **Begin planning new first year building. Cluster first year students in buildings around OPH**
- **Begin planning new upper year building. Cluster upper year students in townhouses.**



What is next?

- SHRL to develop operational action plan based on the recommendations in the report
- SHRL to develop financial model for renewal and expansion
- Initiate discussions about new community spaces and new first year building
- Plan first renovation phases and build financial plan into 5-year budget model



**EXPERIENCE
UTM RESIDENCE
EXCELLENCE LIVES HERE**



University of Toronto Mississauga

Pre-Budget Ancillary Update

Campus Affairs Committee
November 21, 2016



UofT Financial Objectives/Requirements for All Ancillary Operations

<u>Objective</u>	<u>Residence</u>	<u>Food Services</u>	<u>Conference Services</u>	<u>Parking</u>
Operate without subsidy	Yes	Yes	Yes	Yes
Provide for capital renewal	Yes	Yes	n/a	Yes
10% operating reserve	Yes	Yes	Yes	Yes
Contribute to operating	No	No	No	No

Hospitality & Retail Services

Vicky Jezierski

Director, Hospitality & Retail Operations

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Food Services Advisory Committee (FSAC) Membership

Chair	Paul Donoghue
Co-Chair	Vicky Jezierski
Resident Student Rep	Jessica Latocha
Resident Student Rep	Emily Kim
Full Time Student Rep	Nour Alideeb
Full Time Student Rep	Marise Hopkins
Graduate Student Rep	Sasha Weiditch
Student Affairs Rep	Beth Spilchuk
UTM Faculty Rep	Pierre Desrochers
UTM Faculty Rep	Lee Bailey
UTM Staff Rep	Luke Barber
Conference Office Rep	Sabrina Coccagna
Assistant Director – H&RS	Andrea De Vito

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Resident Student Dining Committee (RSDC) Membership

Chair	Andrea De Vito
Roy Ivor Rep	Jessica Latocha
Erindale Hall Rep	Emily Kim
OPH Rep	Ali Raza
OPH Rep	Mitchell Rodger
Upper-Year Townhouse	Oluwatooni Temowo
First-Year Townhouse	Abraham Lim
Director, H&RS	Vicky Jezierski
Admin, Res Operations, SHRL	Beth Spilchuk
General Manager, Chartwells	Michael Jeronimo (as reference only)
Residence Director, Chartwells	Onkar Tendulkar (as reference only)
Chartwells Executive Chef	Sandeep Kachroo (as reference only)

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FSAC and RSDC Meeting Dates

- **FSAC**
 - September 21, 2016
 - November 9, 2016
- **RSDC**
 - October 5, 2016
 - November 2, 2016

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Hospitality & Retail Initiatives for 2016-17

- TCard with Tap
- Fair Trade Campus Designation
- Pita Pit off-campus partner
- fusion 5
- Bento Sushi in IB
- Salad Bar in TFC
- Grill Station update in Colman Commons
- Sustainability Initiatives (Organic Waste)

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Upcoming Food Service Development

2017 → Starbucks 10-Year Facelift
2018 → Davis Building Food Court
2018 → North Building Phase II
2018 → New Transaction System

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Food Services Budget Considerations

- **Food Prices**
 - Trading Economics predicts 3.6% Inflation for Food
 - Still awaiting 2017 Food Institute of the U of Guelph Food Price report predictions
- **Meal Plans**
 - Clarification of CRA's definition of tax-exempt meal plans being sought
 - Restructuring Meal Plans better ensures UTM meets requirements

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Meal Plan Rates

- **Benefits of New Meal Plan Structure**
 - Moving from 7 plans (4 first-year and 3 upper-year) to 4 plans (2 first-year and 2 upper-year)
 - Students can upsize their flex
 - Simplifying model based on feedback from Resident Student Dining Committee
 - Lower minimum commitment means significant increase in amount of carryover

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Meal Plan Rates University Market Comparison

Rank	University	2015-16 Minimum Meal Plan Rate – First-Year		2016-17 Minimum Meal Plan Rate – First Year
1	York	\$2,650	3.64%	\$2,750
2	McMaster	\$3,270	9.04%	\$3,595
3	Ryerson	\$3,402	3.88%	\$3,534
4	Guelph	\$3,685	2.99%	\$3,795
5	UTM	\$3,699	0.00%	\$3,699
6	Brock	\$3,900	0.00%	\$3,900
7	University College	\$4,035	3.92%	\$4,193
8	Windsor	\$4,150	4.00%	\$4,316
9	Waterloo	\$4,248	3.58%	\$4,400
10	Western	\$4,340	9.79%	\$4,765

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Transportation & Parking Services

Megan Alekson

Manager, Parking & Transportation

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Transportation & Parking Advisory Committee Membership & Attendees (2016-17)

Scott Prosser (Chair)	Faculty
Nour Alideeb	U/G Student – UTMSU
Marise Hopkins	U/G Student – UTMSU
Alexandre Paquette	Graduate student – UTMAGS
Sasha Weiditch	Graduate student – UTMAGS
Megan Alekson	Parking Services
Arthur Birkenbergs	Parking Services
Sonia Borg	Business Services
Christine Capewell	Business Services
Paul Donoghue	CAO
Paull Goldsmith	Facilities & Planning
Rob Messacar	Police Services
Mark Overton	Student Affairs

Meetings: October 27, 2016 & November 15, 2016

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Rates: Proposed Price Increases for 2017-2018



3%
as planned

**Increase in
Annual Reserved, Premium
Unreserved and Unreserved
permit prices**



0%
as planned

**No increase in
Pay & Display prices
(daily maximum)**

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Proposed 2017-18 Price Increase

8-month Semester pass
(available to students only)

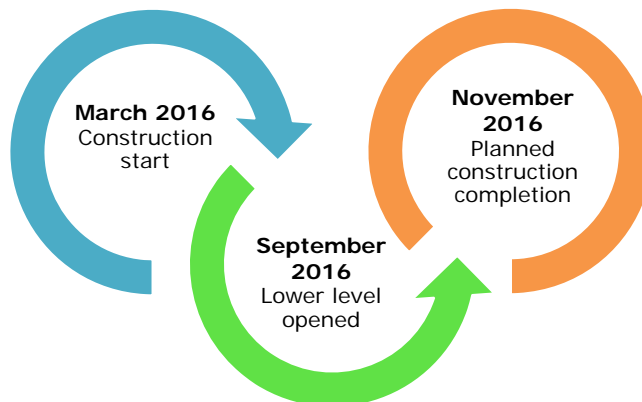
Proposed price increase for 2017-18
= \$2.40 per month



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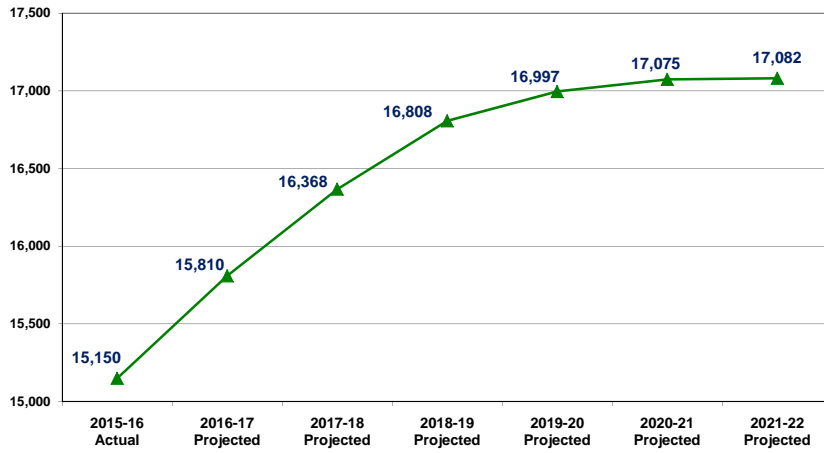
Supply and Demand

➤ Parking Deck 2



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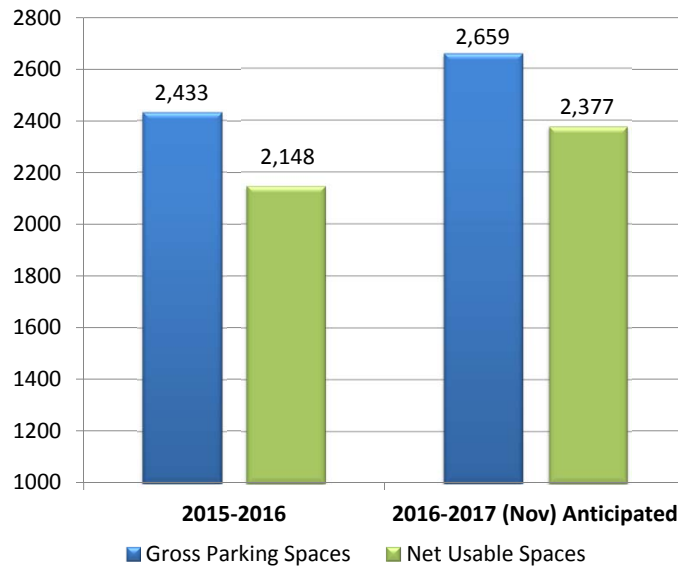
UTM Population – Estimated Growth



Includes headcount estimates of undergraduate and graduate student populations (full-time & part-time), as well as appointed faculty and staff populations.

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Parking Space Inventory



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Parking Deck 2 - April/May/June 2016



Parking Deck 2 - August 2016



Parking Space Demand Analysis

	2015-16 <u>Actual</u>	2016-17 <u>Estimate</u>	2017-18 <u>Estimate</u>
Campus population	15,150	15,810	16,368
Gross parking spaces (September)	2,433	2,302	2,659
Less: those not usable by everyone	-285	-282	-282
Net spaces usable by everyone	2,148	2,020	2,377
Net usable spaces/campus population	14.2%	12.8%	14.5%
Empty net usable spaces at peak	69	11	
Empty net usable spaces/net usable spaces	3.2%	0.5%	
Permits issued to mid-October	2,855	2,639	
Waitlist (Unreserved lots 4 and 8) – October peak*	523	746	

** All applicants who requested waitlist; contacted and pending*

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UTM Parking Services Comparison Rates (2016-2017)

	<u>UTM</u>	<u>UTSC</u>	<u>St. George</u>	<u>York</u>	<u>McMaster</u>	<u>Credit Valley Hospital</u>
Reserved:						
Most expensive	1,020.54	\$971.93	\$3,300.00	\$1,735.68	\$1,212.00	N/A
Least expensive	1,020.54	\$886.85	\$1,620.00	\$1,410.24	\$576.00	N/A
Unreserved:						
Most expensive	728.34	N/A	\$1,440.00	\$1,098.36	N/A	\$750.00
Least expensive	704.73	N/A	\$1,440.00	\$1,098.36	N/A	\$675.00

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Student Housing & Residence

Christopher Lengyell

Acting Director, Student Housing & Residence Life

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Student Housing Advisory Committee (SHAC) Membership (2016-17)

Two (2) Graduate Student Representatives (Elected by a majority of completed ballots from graduate students living in residence)	Mark McDougall Vacant
One (1) Family Representative (Elected by a majority of completed ballots by family households)	Maria Mejia
Three (3) Undergraduate Representatives within Residence Council (Elected by a majority of completed ballots by residence students)	Emily Kim Katherine Zdanowski Wilson Zou
Two (2) UTM First Year Residence Community Representatives (Elected by a majority of completed ballots from FY residence students)	Eric Hall Jazzlin Carr
One (1) UTM Upper Year Residence Community Representatives (Elected by a majority of completed ballots from UY residence students)	Maria Beck
One (1) Residence Life Don (Elected by a majority of completed ballots from Dons)	Darren Clift
One (1) Residence Peer Academic Leader (Elected by a majority of completed ballots from PALs)	Nikki Sigurdson
One (1) Residence Services Assistant (Elected by a majority of completed ballots from RSAs)	Storm Elworth

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Ancillary Budget Consultation Process

- **Student Housing Advisory Committee**
 - September 27
 - October 5
 - October 19
 - November 9
- Budget and proposed fees were shared in the Oct 19 SHAC meeting and endorsed by the group
- Final Budget shared at November 9th Meeting

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Benefits of Residence

- **More likely to participate in extracurricular activities**
 - Report more positive perceptions of campus life
 - More satisfied with their University experience
 - Report more growth and personal development
- **Engage in more interactions with peers and faculty**
 - More likely to persist to graduation

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Summary Ancillary Budgets (2017-18)

Residence (000's)	
Revenues	13,808
Expenses	12,934
Operating Surplus	874
Transfer Rental Income (EH Rooms)	982
Net Operating Surplus (budget 2016-17)	1,834
Net Operating Results (actual 2015-16)	2,327

- 1st year and 4 year “guarantees”

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Market Comparison

- Lower than 5 of 8 U of T residences
 - Less than New College, St Michael's College, Trinity College, University College, Victoria College
 - More than UTSC, Innis College, Woodsworth College, McMaster, Brock, York, Ryerson, Guelph
- “All-in” pricing competitive with local, off-campus alternatives (CMHC data for 2015)

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UTM 2017-2018 Proposed Operating Budget: Themes & Priorities

UTM CAMPUS AFFAIRS COMMITTEE
NOVEMBER 21, 2016

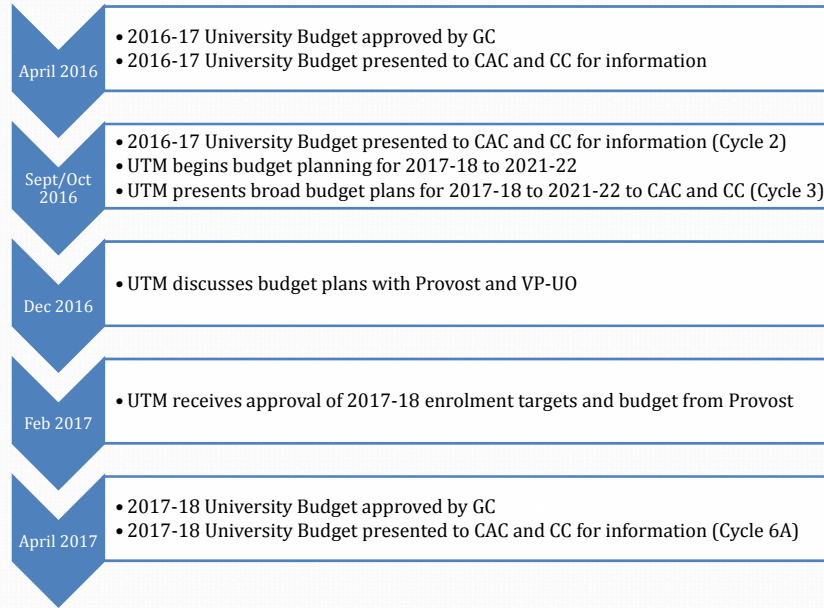
UTM Overview

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- Timeline, process & context
- Revenue, expenses
- Priorities
 - Enrolment (“pause”; graduate; domestic; international)
 - Faculty Recruitment & Student to Faculty Ratio
 - Visioning & Academic Programming
 - Enhancing the Student Experience
 - Strengthening Research
 - Capital Plan
- Academic Visioning

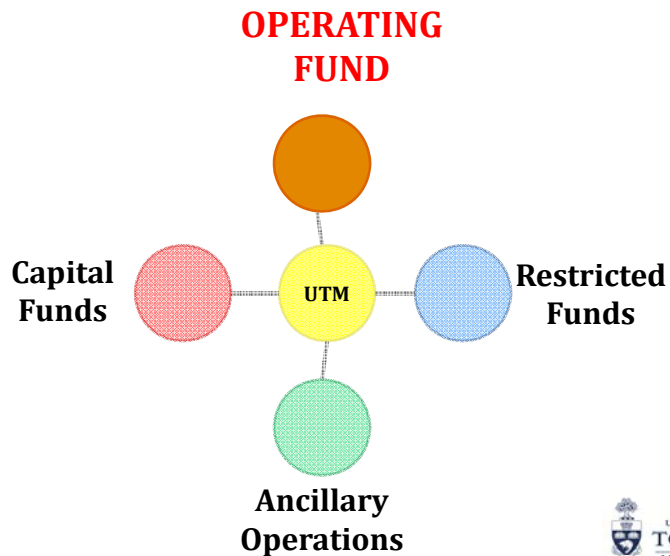
Budget Timeline

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The Four Funds

4



Relationship Between Four Funds

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- Funds are segregated
- Most movements from Operating to Capital (via capital reserves)
- None (@ UTM) Ancillaries to Operating
- Ancillary Budgets to CAC Jan. 11th



UTM Net Revenue 2016-17 (\$ Millions 2016-17)

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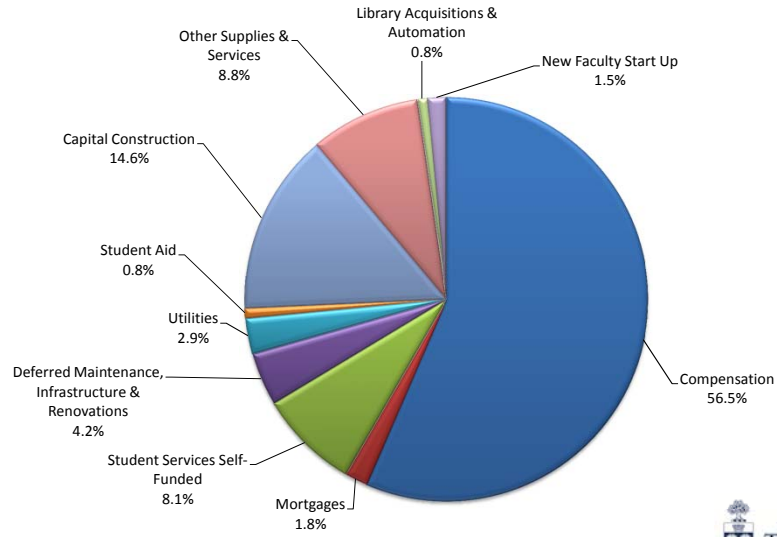
Tuition and Grant revenue	\$264.4
Investment and other income	<u>6.1</u>
Subtotal	\$270.5
University Fund Contribution (10%)	(27.0)
Other attributed revenue (net)	1.8
University-wide costs	(38.2)
Student Aid	(11.5)
University Fund Allocation*	8.6
Other adjustments	-
"Net revenue" to UTM (76% of Gross)	\$204.2

* The current UF Allocation represents the cumulative total of \$7.3M as at the previous year, plus an incremental allocation of \$1.3M from the Provost in 2016-17.



2016-17 Major Expense Categories

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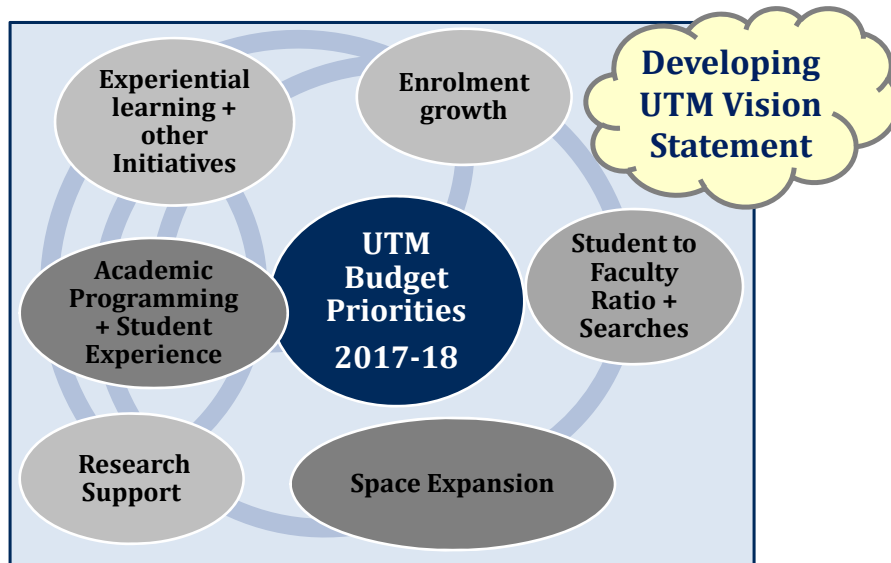


Total Expenses \$238.0 million (including \$33.8 million in divisional revenues)



UTM Strategic Planning

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Priority: Enrolment

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- Managing Enrolment Growth + “Pause” Period
- Graduate Student Enrolment
- Domestic Growth Considerations



Priority: Enrolment; International Students

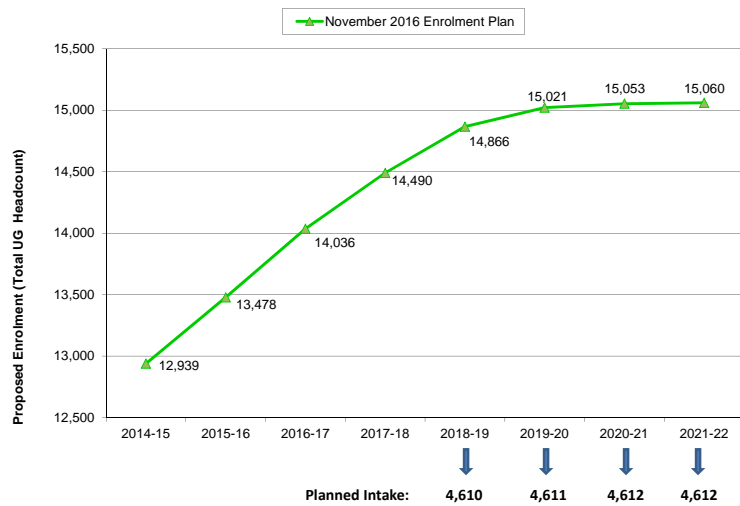
10

- Domestic/International Mix
 - Now at 24.2% intake; 19.1% overall total
 - Against overall target of 20%
- Diversification - Now at 61% to 66% single-source home country
- Embracing Global View of Education
- Base Budget & Vulnerability



UTM Undergraduate Enrolment Planned Growth

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Priority: Student to Faculty Ratio

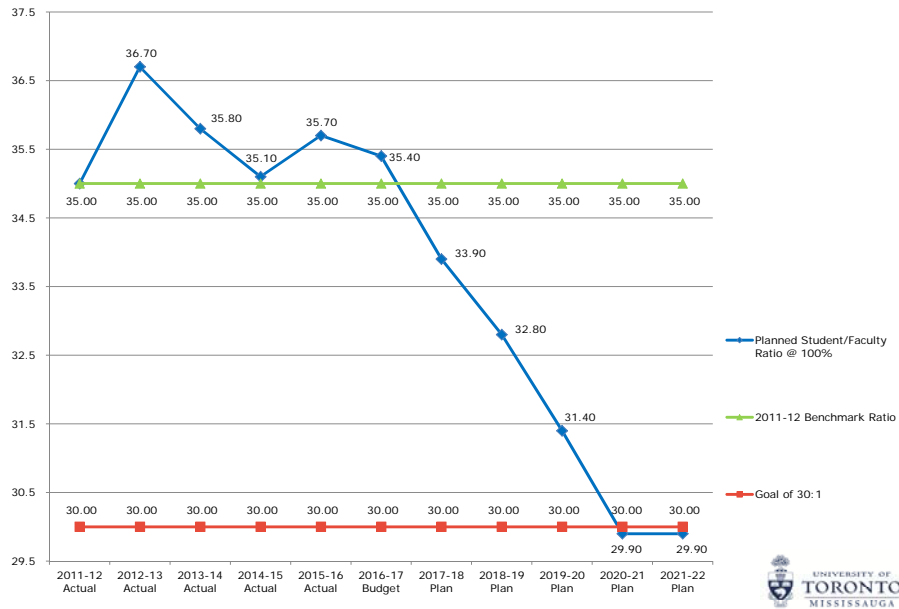
12

- Fall 2015, UTM remains highest across University with ratio of 35.7 (projecting 35.4 for Fall 2016)
- Fall 2015, **FAS = 30.3**
- Long-term target: 30.0



Priority: Student to Faculty Ratio

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Priority: Faculty Recruitment

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- Target: 38 searches 2016-17 (27.5 “growth”) est. 32 searches 2017-18 (22 “growth”)
- Mix of Rank/Category
- Success Rate: 2014-15 = 68%; 2015-16 = 88%
- Search limitations; time and money; capacity to conduct

Priority: Enhancing the Student Experience

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- Enhanced Support for Communication & Writing Skills
- More opportunities for resource intensive forms of learning
- Exploration of undergraduate co-op programs



Priority: Strengthening Research

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- \$17m research infrastructure investment
- Planning for a Science Building: anchored by Centre for Medicinal Chemistry
- Computer Science Research Cluster
- \$15m UTM lead CFI proposal – Membrane Receptors
- Competitive start-up funding using CFI funds
- Postdoctoral Fellowship Fund



Priority: Capital Plan

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Opened 2015/16

- Research Greenhouse

Underway

- Teaching/Research Laboratory Renovations
- Supporting Infrastructure
- North2 (To open August, 2018)

Planned

- Davis2 Meeting Place Re-vitalization
- Science Building



Priority: Academic Visioning Initiative

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- Vision & Strategic Plan to guide Academic Programming
- Broad, inclusive consultation
- Draft Vision document to stimulate discussion



Academic Visioning; Example Areas

- Communication, Community and Creativity (along with Equity and Diversity)
- Campus-wide communication initiatives
- Sustainability addressed according to UTM needs
- Increasing engagement of the wider community in Mississauga, showcasing events, research, diversity and the indigenous heritage at UTM



FUNDAMENTALS of a SOUND FISCAL STRATEGY

