

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 27 OF THE CAMPUS COUNCIL

November 22, 2017

Preet Banerjee, Vice-Chair
Andrew Arifuzzaman, Chief
Administrative Officer
William A. Gough, Vice-
Principal, Academic and Dean
Conor Anderson
Tarun Dewan
Sue Graham-Nutter
Elaine Khoo
Marilyn Kwan
Lydia V.E. Lampers-Wallner
Jennifer McKelvie
Nazia Mohsin
John Paul Morgan*
Mari Motrich
Sonja Nikkila*
Tayyab Rashid

Lynn Tucker
Larry Whatmore

Secretariat:
Rena Prashad

Absent:
Fareed M. Amin
Catherine Bragg
Gigi Chang
George Fadel
Brian Harrington
John Kapageridis
Bruce Kidd
Paul Kingston
Brenda Librecz

*Telephone Participants

In attendance:

Cheryl Regehr, Vice-President and Provost
Sandy Welsh, Vice-Provost, Students

Jeff Miller, Director, Facilities Management
Desmond Pouyat, Dean of Student Affairs, UTSC
Trevor Rodgers, Executive Director, Planning and Budget
Meredith Strong, Director, Office of the Vice-Provost, Students and Student Policy Advisor

1. Chair's Remarks

The Vice-Chair welcomed members, guests, and presenters to the meeting.

At the request of the Vice-Chair, a motion was made to amend the order of the agenda and add two items to it, which was approved.

The Vice-Chair encouraged Council members to submit advice on priorities to the President's Advisory Committee on the Appointment of a Vice-President and Principal, UTSC, for consideration on the mandate of the next Vice-President and Principal. He also reminded Council members that nominations for elected administrative staff, students, and teaching staff seats on the Governing Council, Academic Board, and UTSC Campus Council and its Standing Committees would open on Thursday, January 4 and close on Friday, January 12 2018. Two University governance elections information sessions were being held on Thursday, November 30th and Wednesday, December 13th. The Vice-Chair instructed members to contact the Office of the UTSC Campus Council for more information.

2. Strategic Topic: Presentation by the University Ombudsperson, Ellen Hodnett

The Vice-Chair invited Ellen Hodnett, University Ombudsperson, to present the strategic topic.

Professor Emerita Hodnett drew members' attention to the 2016-17 Report of the Ombudsperson to the Governing Council. In 2016-17 the Office was contacted by 339 individuals, of whom, 15 were members of the UTSC community. She suggested that an Ombuds Officer presence on the campus, with a centralized Ombudsperson's Office on the St. George campus, would serve the community well based on its distinctive cultural, values, and norms. With her term as University Ombudsperson concluding on June 30, 2018, Professor Emerita Hodnett expressed her appreciation for the opportunity to serve as the University's Ombudsperson. She encouraged Council members to share their comments, feedback and advice regarding the status and progress of the Office, and recommendations on the appointment of an Ombudsperson with the [Committee to Review of the Office of the University Ombudsperson](#) by December 15th.

A member suggested that information on the work of the Office of the Ombudsperson be included in new employee manuals and in orientation materials for faculty, staff, and students. Professor Emerita Hodnett remarked that this approach had been ineffective in the past because it was clear from the nature of cases handled by the Office that issues were more likely to arise after individuals had settled into the University.

In response to a comment regarding the multiple dispute resolution mechanisms at the University, Professor Emerita Hodnett clarified that the Office of the Ombudsperson was a mechanism to ensure fairness in its dealings with faculty, staff, and students and to ensure that their rights had been protected. The Office also offered confidential advice, coaching, and/or referral services. She emphasised that adjudication and oversight were not within the purview of the Office.

3. Capital Project: Greenhouse Gas Campus Retrofits Program (GGRP)

The Vice-Chair reported that the University had very recently received details on a Call for Proposals for a \$77M Innovation Grant Fund under the Climate Change Action Plan (CCAP)'s Postsecondary Greenhouse Gas Campus Retrofits Program (GGRP). He explained that the Government's deadline for proposal submissions was in December, and it was necessary for the proposal to receive governance consideration in the current cycle in the form of a level 2 capital project. He invited Andrew Arifuzzaman, Chief Administrative Officer, to present¹ the capital project details to the Council.

Mr. Arifuzzaman explained that UTSC planned to use the grant funding to reduce greenhouse gas emissions from the Science and Humanities Wings by focusing on, for example, retrofitting fume hood controls, demand control ventilation, and air handling. These improvements were projected to improve greenhouse gas emissions for those buildings by 19 percent. The plans for the interest-free loan were focused on electricity reduction (e.g. LED lighting retrofits in high occupancy areas).

A member asked whether UTSC had implemented the City of Toronto's Green Standards focused on improvements to environmental and energy performance in new construction. Mr. Arifuzzaman reported that UTSC was in compliance with the City's Green Standards for new construction on the campus (i.e. Environmental Sciences and Chemistry building and Highland Hall).

In response to a comment regarding innovative energy systems, Mr. Arifuzzaman reported that UTSC planned to develop a district energy system on the north campus, and through industry partnerships, electrical charging stations for vehicles at the Toronto Pan American Sports Centre (TPASC) in 2018.

A member asked how the grant funding intersected with the University's plans to reduce greenhouse gas emissions. Mr. Arifuzzaman explained that the grant funding would help accelerate the University's already existing plans.

In response to a comment regarding greenhouse gas emissions from the Environmental Sciences and Chemistry building, Mr. Arifuzzaman explained that the building was a high volume heating and cooling facility due to the nature of the work conducted in the laboratories.

A member offered suggestions for the placement of censored lighting on campus to reduce energy usage, and Mr. Arifuzzaman remarked that a balance between safety and energy efficiency was critical. He suggested, for example, that censored lighting would be appropriate in closed offices or small kitchenettes, but areas such as hallways continued to be a challenge.

In response to a comment regarding public workshops and seminars on reducing greenhouse gas emissions, Mr. Arifuzzaman reported that the campus had already been using new construction projects as teaching tools to those in the community looking for information on best practices.

¹ Presentation- Capital Project: Greenhouse Gas Campus Retrofits Program (GGRP)

On motion duly made, seconded, and carried,

YOUR COUNCIL RECOMMENDED,

THAT the project for the University of Toronto Scarborough Greenhouse Gas Campus Retrofit Program be approved in principle to be funded from the following sources:

1. Greenhouse Gas Campus Retrofits Grant Fund for Cap and Trade Non-Participants
2. Greenhouse Gas Campus Retrofits Interest-Free Loan Fund

4. Provost's Priorities: Presentation by the Vice-President and Provost, Cheryl Regehr

The Chair invited Cheryl Regehr, Vice-President and Provost, to present her portfolio's 2017-18 priorities to the Council. Her presentation² highlighted the following five priorities:

- Undergraduate Education- Engaged Learning;
- Graduate Education;
- Access, Diversity, and Equity—Developing the Pipeline;
- Faculty and Leadership—Developing Future Leaders; and
- Resources and Operations

In response to a comment regarding available tenure stream positions at the University, Professor Regehr reported that tenure stream positions had increased at the University, but not at the same pace as PhD graduates across North America.

A member commented that laboratory research was not considered work-integrated learning by the standards and definitions established by the Ministry of Advanced Education and Skills Development (MAESD). Professor Regehr remarked that the University would continue to ask MAESD to include laboratory research as a form of work-integrated learning. The University also planned to share information on laboratory research in its reporting to MAESD.

A member asked what programs were in place to offer international students with English as a second language, the opportunity to engage in work-integrated experiences. Professor Regehr explained that international students could access the University's writing centres to further develop their English writing skills. In addition, international students in the Green Path Program were offered academic English exercises, which are transferable to work-integrated experiences.

5. Current-year Campus and Institutional Operating Budgets: Presentation by the Vice-President and Provost, Cheryl Regehr & Executive Director, Planning and Budget, Trevor Rodgers

The Vice-Chair invited Professor Regehr and Trevor Rodgers, Executive Director, Planning and Budget, to present³ the current year campus and institutional operating budgets to the Council.

² Presentation- Provost's Priorities: Presentation by the Vice-President and Provost, Cheryl Regehr

³ Presentation- Current-year Campus and Institutional Operating Budgets: Presentation by the Vice-President and Provost, Cheryl Regehr & Executive Director, Planning and Budget, Trevor Rodgers

Professor Regehr and Mr. Rodgers provided the context for how the University's budget was developed including: structure and process, revenues and expenses, enrolment figures, student financial support, and the University Fund (UF).

No discussion was raised.

6. Proposed UTSC Budget Themes and Priorities: Presentation by the Chief Administrative Officer, Andrew Arifuzzaman

The Vice-Chair invited Mr. Arifuzzaman, to present information on the proposed 2018-19 UTSC budget themes and priorities to the Council. His presentation⁴ included the following key points:

- The proposed budget themes and priorities established at the UTSC Planning and Priorities retreat in June 2017 included: Centres of Excellence, Revenue Based Budget Model, Instructional Centre 2, Domestic and International enrollment and scholarships, and Experiential Learning opportunities;
- The Annual Budget Review (ABR) Priorities were focused on realizing the Truth and Reconciliation Calls to Action, faculty start-up packages, senior equity and diversity hire, scholarships, and rural recruiter; and
- Operating budget allocation commitments to capital plans over a 5 year period (2021-22) were described for several UTSC projects

In response to a comment regarding the UTSC catchment area, William Gough, Vice-Principal and Dean, confirmed that students from York Region, particularly Markham, were within the UTSC catchment area.

In response to a comment regarding unmet enrolment targets in previous years, Professor Gough further explained that the unmet enrolment target was specifically for domestic students. He remarked that domestic student recruitment continued to be a priority and that new strategies were being developed by the Dean's and Registrar's Office to target domestic students from rural communities.

7. Update on the DRAFT *University-Mandated Leave of Absence Policy*

The Vice-Chair reminded members that Sandy Welsh, Vice-Provost, Students, presented the Draft *University-Mandated Leave of Absence Policy* to the Council at the October 3rd meeting, and he invited her to present⁵ an update on the *Policy's* development and consultation process.

Professor Welsh reported that the University understood the need for an alternative approach, outside of the *Student Code of Conduct*, to address behaviours that stemmed from health or mental health issues in extraordinary circumstances that prevented students from safely and productively pursuing their academic aspirations. The draft *Policy* was intended as a last resort when alternative options had been ineffective.

⁴ Presentation- Proposed UTSC Budget Themes and Priorities: Presentation by the Chief Administrative Officer, Andrew Arifuzzaman

⁵ Presentation- Update on the DRAFT *University-Mandated Leave of Absence Policy*

She advised the Council that the consultation process on the draft *Policy* provoked comments and questions pertaining to the broad language on the appeals process, transcript notations, access to University resources, return to studies process, assessments from medical professionals, and clarity on Student Case Manager and Student Support Team (SST). Professor Welsh expressed her commitment to a policy like this one and emphasized the importance of continuing the consultation process to receive additional perspectives of the University community before presenting the *Policy* to the various governance bodies for recommendation and approval.

A member asked what interim measures were currently in place to handle circumstances described in the draft *Policy*. Professor Welsh explained that in the absence of a *University-Mandated Leave of Absence Policy*, the University continued to use the existing policy tool—the *Student Code of Conduct*, which was fundamentally punitive.

In response to a comment regarding transcript notations, Professor Welsh remarked that the transcript notations (i.e. ‘Leave of Absence’ or no notation) were not punitive. Students had the flexibility to decide to include a notation at the time of a leave, and a reversal of that decision could be requested.

CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the consent agenda be adopted and that the item requiring approval (item 8) be approved.

8. Report of the Previous Meeting: Report Number 26 – Tuesday, October 3, 2017

9. Business Arising from the Minutes of the Previous Meeting

10. Reports for Information

- a. Report Number 27 of the UTSC Agenda Committee (November 13, 2017)
- b. Report Number 26 of the UTSC Campus Affairs Committee (October 30, 2017)

11. Date of the Next Meeting– Tuesday, January 23, 2018 at 4:10 p.m.

12. Question Period

No questions were raised.

13. Other Business

No other business was raised.

The Council moved *in camera*.

IN CAMERA

14. Capital Project: Greenhouse Gas Campus Retrofits Program, Total Project Cost and Sources of Funding (GGRP)

On motion duly made, seconded, and carried,

YOUR COUNCIL RECOMMENDED,

THAT the total project cost and sources of funding for the Greenhouse Gas Campus Retrofits Program (GGRP) capital project, outlined in the documentation from Professor Bruce Kidd, Vice-President & Principal, dated November 22, 2017, be approved.

The Council returned to open session

The meeting adjourned at 6:27 p.m.

Secretary

Chair




December 2, 2017

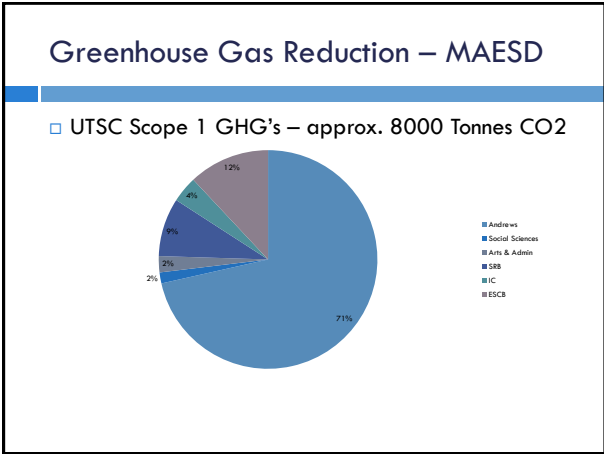
GREEN HOUSE GAS REDUCTION PROGRAM

Campus Council November 22, 2017

- ## Greenhouse Gas Reduction – MAESD
- MAESD – Provincial Ministry of Advanced Education and Skills Development
 - Providing funding to Universities to reduce Greenhouse Gas Emissions
 - Aligns with the Provincial Climate Change Action Plan (37% by 2030 – 80 % by 2050 across all sectors)
 - 3 Types of funding to UTSC – Fixed Grant, Interest Free Loan and possibly Innovation (Single year and Multi Year (funding to sector for Multi year not yet finalized))

Requiring approval of Business Board & Academic Board:

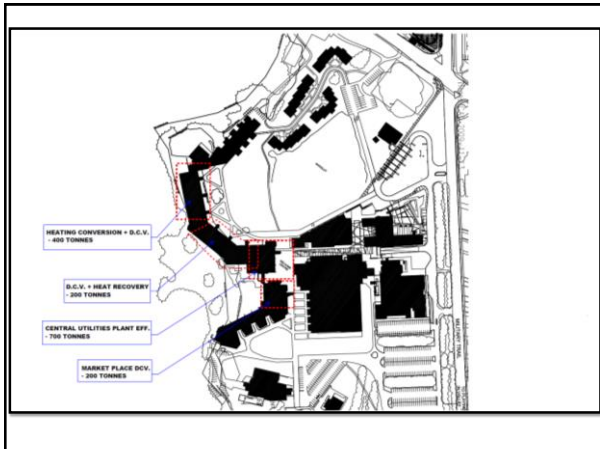
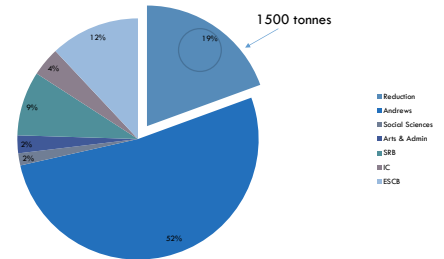
	Interest-free Loan Fund \$44.0M		
	St. George	MAESD allocation	\$37.0M
	UTM	MAESD allocation	\$ 3.5M
	UTSC	MAESD allocation	\$ 3.5M
	Innovation Grant Fund		
	Single-year project		\$20M pending
	MAESD approval		\$TBD
	Retrofits Grant Fund for Cap and Trade Non-Participants		
	UTM	MAESD allocation	\$ 3.5M
	UTSC	MAESD allocation	\$ 3.5M



GGRP – Fixed Grant (3.4 Million)

- UTSC will received a fixed amount of 3.4 Million
- Focus on high intensity areas dealing with direct combustion (GHG's Scope 1 – Heating).
- Some examples are:
 - Fume hood controls
 - Demand Control Ventilation
 - Replacement of the remaining Air handling systems

GGRP – Fixed Grant (19 % Reduction)

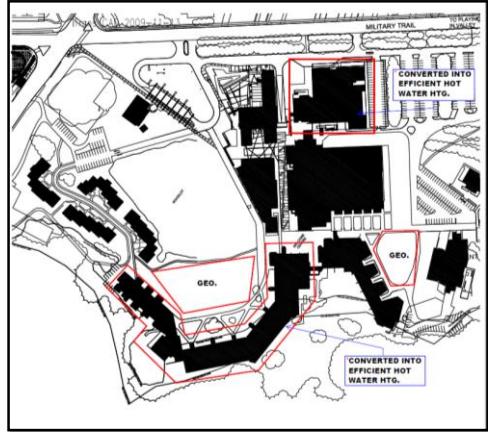


GGRP – Interest Free Loan (3.4 Million)

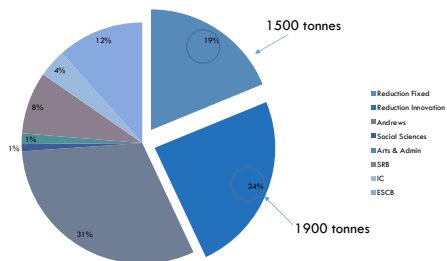
- Financial Payback/Utility Savings will monitored and used to pay back the loan.
- Loan will focus on electricity reduction which have higher Utility Rates and result in a higher payback.
- Some examples will be LED lighting retrofits in high occupancy areas (ie. Meeting Place)

GGRP – Innovation (Single Year)

- \$ 77.2 Million Across Sector (18 Universities) In a competition
- AT UTSC Focus on Central Utilities (Heating) on the South Campus
- Optimized solution to hopefully include renewables like Geothermal



GGRP – Grant + Innovation (43 %)



GGRP – Innovation (Multi-year)

- MAESD is requesting multi year proposals and will possibly come forward with a supplement to the program
- Focus would be on North Campus Development taking development toward net zero with distributed energy, solar etc.
- Potential Synergy in a Tri Campus Plan

Provost's Priorities 2017-2018

Cheryl Regehr
UTSC Campus Council
November 22, 2017



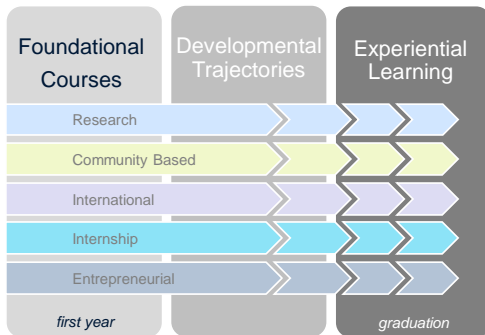
Provost's Continuing Priorities

1. Reimagining **undergraduate** education
2. Raising our game in **graduate** education
3. Advancing **access, diversity, and equity**
4. Supporting excellence in **faculty and leadership**
5. Ensuring **resources** are available and **operations** are aligned to support the Educational and Research mission



UTSC Campus Council
November 2017

Priority 1 Undergraduate Education | Engaged Learning



UTSC Campus Council
November 2017

Priority 1 Undergraduate Education | Global Scholars

U of T undergrads off to Brazil to research poverty

Getting the chance to research poverty for undergraduate work about 1000!

On the Importance of Bearing Witness

T. Brown, Wilson, and Susan in Mexico

Canadian startups receive unexpected financial boost to help make sustainable New Year's resolutions

Designing cleaner, safer ways to cook in South India

U of T students and faculty work together to reduce fuel consumption, indoor air pollution

Beating the heat: U of T student's cool idea to help workers in Qatar

Shell/UTSC Campus Limited

Reaching the poorest of the poor in South Africa: U of T undergrads

August 4, 2016 – This summer, travelling through South Africa with



UTSC Campus Council
November 2017

Priority 2

Graduate Education | Career Development

- Examine and disseminate 10,000 PhDs data
- Revamp and expand graduate professional development
- Expand / articulate research for professional masters students
- Develop / expand practicum experiences for research students
- Enhance international opportunities



Priority 3

Access, Diversity, Equity | Developing the Pipeline



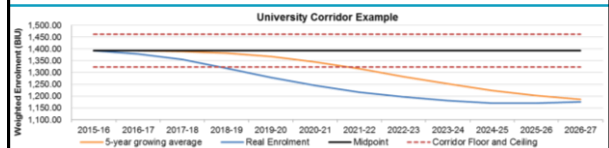
- Coordinate / expand school outreach / work with Ministry of Education
- Enhance facilitated entry programs
- Determine barriers to graduation
- Targeted scholarships, PDFs
- Faculty hiring / unconscious bias
- Supporting faculty success
- Leadership development

Priority 4 Faculty & Leadership | Develop Future Leaders

- Clear path to promotion HR Guide
- Enhance light touch leadership program
- Targeted programs for Chairs



Priority 5 Resources & Operations | Post - SMA 2



- Review of budget model
- Implement metrics
- Interdivisional teaching
- Consideration of alternative funding sources

Q & A



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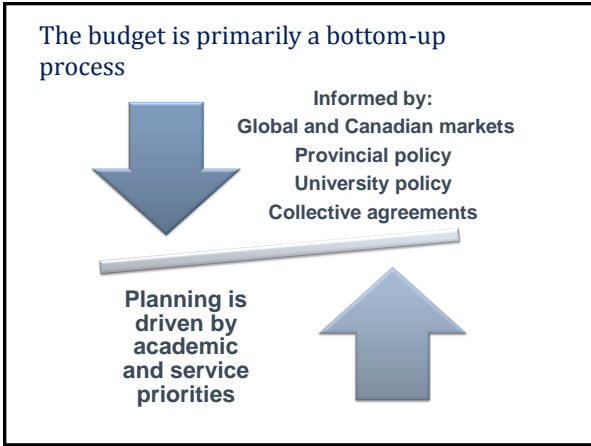
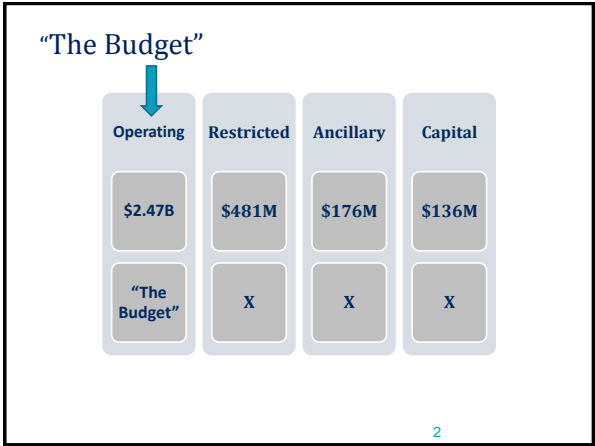
UTSC Campus Council
November 2017



Budget 2017

University of Toronto Scarborough
Campus Council

November 22, 2017

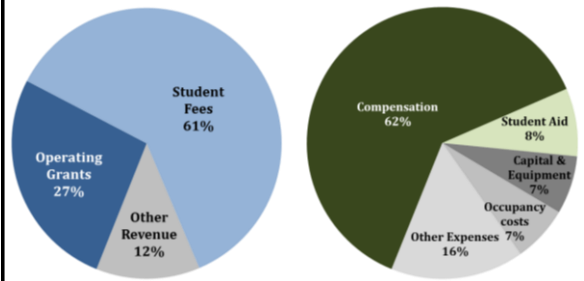
- ### Planning – academic divisions
- ACADEMIC BUDGET REVIEW**
- Enrolment and academic programs
 - Tuition fees and student aid
 - Complement plans
 - Space and capital plans
 - Operating reserves
 - Cost containment and surplus/deficit plans
 - Ancillary operations (if applicable)
 - Advancement and government relations

Planning - shared service divisions

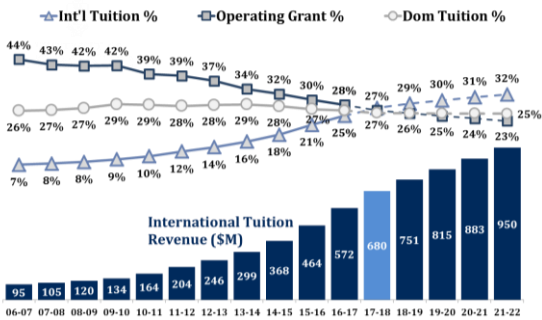
DIVISIONAL ADVISORY COMMITTEE

- Student experience
- Service levels
- Consultation with academic divisions
- Regulatory and legal requirements
- New technology
- Enrolment growth
- New space
- Institutional expenses (pension, audit, insurance, etc.)

Balanced Budget for 2017-18 - \$2.47 billion



The changing revenue landscape (excludes divisional income)



Students and Teaching

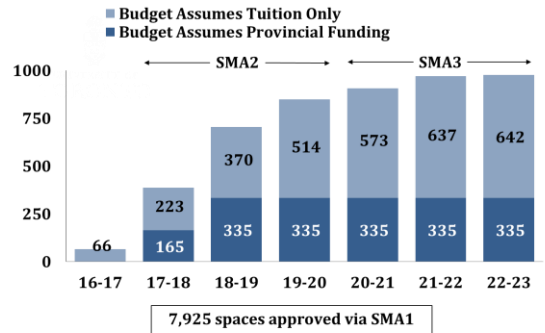


2016-17 UTSC Undergraduate Enrolment

Area of Study	2016-17 FTE	% Int'l
Arts & Humanities	1,746	18%
Social Sciences	3,331	14%
Management	1,392	34%
Life Sciences	1,314	5%
Other Sciences	2,965	22%
TOTAL	10,747	19%

9

Masters – Planned Growth over SMA1 (Fall Eligible FTE)



2016-17 UTSC Graduate Enrolment

Program Type	2016-17 FTE	Projected 2021-22
Prof Masters (Env Sci; Acct & Fin)	79	195
DS Masters UTSC (Psych & Behavioural Sci)	10	30
DS Masters tri-campus *	36	n/a
PhD UTSC (Psych & Env Sci)	64	69
PhD tri-campus *	98	n/a
TOTAL	287	

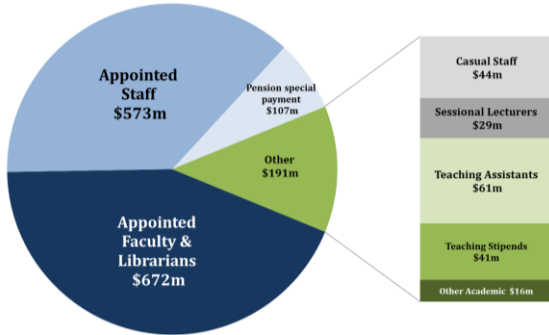
* As per self-declared code in student system

11

Faculty, Staff and University-wide Costs



2017-18 Compensation Budget \$1.54B (Est.)



2016-17 Budget \$1.48B + Budget Increase \$62M

What makes up university-wide costs?

2017-18 University Wide Costs: \$552 million

Portfolio Operations
\$284 million
(51%)

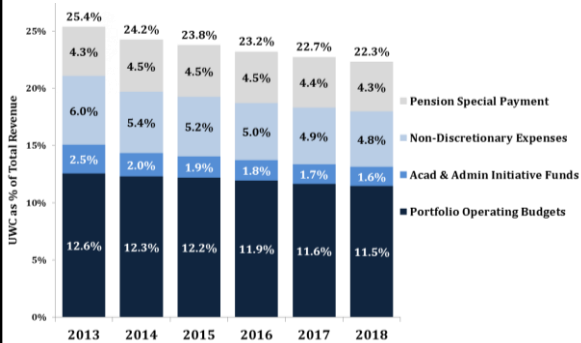
Non-discretionary
\$120 million

Pension Special Payment
\$107 million

Acad & Admin Initiative Funds \$41m

UTM/UTSC spend an additional \$91m on campus costs

University-wide costs as % of Revenue



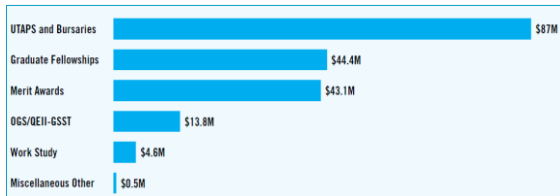
*Restated to report academic and administrative initiative funds in a single category

Student Aid



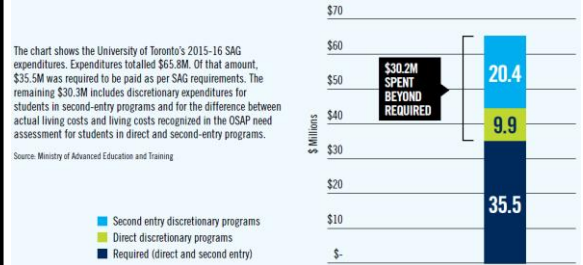
STUDENT AID EXPENSES

\$193 million in 2015-16



STUDENT ACCESS GUARANTEE

\$65.8 million in 2015-16



University Fund



2017-18 UF \$18m: Advancing our Priorities

Undergraduate & International Experience
TOTAL: \$3.8 million

Int'l Recruitment & Student Mobility (Support Staff)
\$1.5m base

Wellness Counsellors
\$1.3m base

Undergraduate Research, WIL, Experiential Learning, Career Development
\$1m OTO/year for 3 years

Diversity and TRC-Related Supports
TOTAL: \$4.95 million

TRC Response-Related Faculty and Staff Hires
\$2.5m base

TYP Director
\$200k base

Indigenous Space Matching
\$1.5m OTO

Expansion of Academic Diversity Hires Program
\$750k OTO/year for 3 years

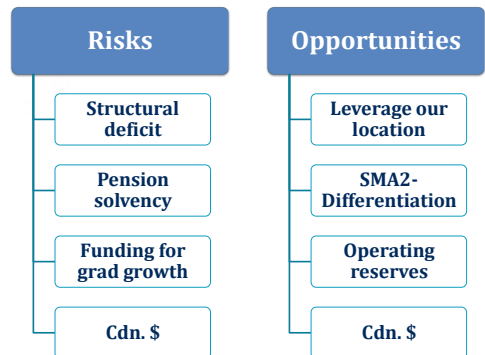
2017-18 UF \$18m: **Advancing our Priorities**


Cities Initiatives TOTAL: \$2.5 million	Structural Budget & Infrastructure TOTAL: \$7.1 million
Support for cities research initiatives \$1.5m base	Structural budget reserve \$3.5m base
St. George performance space renewal \$1m OTO	ARCnet \$1.6m base
	Capital matching \$2.0m OTO

2017-18 UF Allocations to UTSC

Undergraduate & International Experience
(2) Int'l Recruitment & Student Mobility Support Staff \$200k base
(1.5) Wellness Counsellors \$195k base

Budget Summary - Opportunities and Risks





2018 19 UTSC Budget Priorities


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Planning & Priorities Retreat (June 2017) Section 1: Priorities

1. Centres of Excellence
 - Science-Earth-Clean Tech Consortium
 - Social Sciences-Highland Hall-Suburbanization (Centre for Suburbanization, Migration and Globalization)
2. Revenue Based Budget Model
3. IC-2
4. Enrolment (Domestic and International) – Recruitment and Scholarships/Enrollment Corridors
5. Co-Op and Experiential Education/Entrepreneurship/A.I. (The Hub-hire)


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ABR Priorities

- Addressing the Call to Action of the Truth and Reconciliation Commission of Canada (faculty hires)
- Startup packages: \$500,000 per year over two years. (Asking for \$1,000,000)
- Equity and Diversity –senior equity hires
- Strategic Enrolment Management (SEM) –Scholarships
- SMA2 (rural recruiter)

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Capital Plan

July 2017 Capital Plan (in millions)						
Commitments	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
Highland Hall (includes funding shortfall)	\$ 23.43	\$ -	\$ -	\$ -	\$ -	\$ 23.43
Bridge	-	3.50	-	-	-	3.50
S-Wing Renovations	-	-	-	3.00	3.00	6.00
Washum Cage Washer Reno	3.19	-	-	-	-	3.19
Co-Gen	-	8.00	3.80	-	-	11.80
Military Trail	-	-	7.00	-	-	7.00
K2	-	-	20.00	20.00	20.00	60.00
Parking Structure (net of \$6.5M Parking contribution)	-	-	13.50	-	-	13.50
Accessible Valley Trail	2.29	-	-	-	-	2.29
	\$ 28.91	\$ 11.50	\$ 44.30	\$ 23.00	\$ 23.00	\$ 130.71

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Additional Capital Projects

Additional Projects (funding to be identified):	Estimated Cost	Potential Matching Funds
First Nations House	\$2.5M - \$4.0M	Provost
Harbut House	\$2.5M - \$4.0M	Student Levy

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Update on the Draft

University-Mandated Leave of Absence Policy



Why

Currently, students exhibiting significant behavioural concerns indicating a safety risk where serious mental health or similar issues are present may be subject to the *Student Code of Conduct* – a disciplinary *Code* – or to unilateral action pursuant to the University's obligations under the *Occupational Health and Safety Act*, or both.



Why is Scenario 2 included

Students unable to engage in the essential activities required to pursue an education where serious mental health or similar issues are present, notwithstanding accommodations or supportive resources, may experience detrimental effects on their academic record.



Goals

To identify accommodations and other resources that could assist the Student to continue in the academic program without a Leave of Absence.

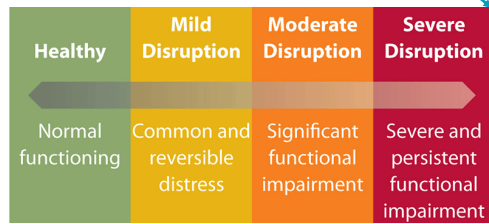
If a leave is required:

To have the Student resume academic activities safely and with a reasonable prospect of engaging in the basic activities required to pursue an education.



What is "Serious"

The Mental Health Continuum



Common Questions/Comments

1. Threshold for Intervention language is too broad.
2. The assessment of a medical professional should be required.
3. Who would be the Student Case Manager and the individuals on the Student Support Team (SST)?
4. Timelines regarding the appeal process (too long or too short).
5. Ability to access University resources during a leave.
6. What notation would be placed on the Transcript?
7. What is the impact on international students and students receiving OSAP?
8. Provide more clarity regarding the return to studies process.