

UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

OCTOBER 3, 2018

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on October 3, 2018 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Nykolaj Kuryluk, Chair
Mohan Matthen, Vice-Chair
Ulli Krull, Vice-President & Principal
Hassaan Basit
Melinda Ann Callahan
Usman Chadhar
Dario Di Censo
Ivana Di Millo
Saher Fazilat, Chief Administrative Officer
Robert Gerlai
Simon Gilmartin
Shelley Hawrychuk
Angela Lange, Acting Vice-Principal Academic
& Dean
Joseph Leydon
Teresa Lobalsamo
Jay Nirula

Lisa Petrelli
Steven Short
Ziyaad Vahed
Douglas Varty
Samra Zafar

Regrets:

Arjan Banerjee
Megan Evans
Laura Taylor
Maya Tomkiewicz

In Attendance:

Vicky Jezierski, Director, Hospitality & Retail Operations
Mark Overton, Dean of Student Affairs

Secretariat:

Ms Sheree Drummond, Secretary of the Governing Council
Mr. Anwar Kazimi, Deputy Secretary of the Governing Council
Cindy Ferencz Hammond, Director of Governance, UTM, Assistant Secretary of the Governing Council
Alexandra Di Blasio, Governance Coordinator, UTM

1. Chair's Remarks

The Chair welcomed members to the first meeting of the UTM Campus Council for the academic year. He introduced Professor Mohan Matthen, Vice-Chair, Professor Ulli Krull, Vice-President and Principal; and the Committee's non-voting assessors, Professor Angela Lange, Acting Vice-Principal Academic and Dean, and Saher Fazilat, Chief Administrative Officer. The Chair also welcomed and introduced both new and returning members of the Campus Council.

2. Orientation

The Chair, Nick Kuryluk, along with Sheree Drummond, Secretary of Governing Council, and Cindy Ferencz-Hammond, Director of Governance, UTM and Assistant Secretary of the Governing Council, presented¹ orientation material to members, who were also directed to the Orientation Handbook available

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

on the Office of the Campus Council website. The Chair explained that Council would oversee matters that directly related 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 Chair also gave an overview of the difference between the role of governance and administration, and talked about the roles and responsibilities of members. The Chair invited Ms Drummond to discuss the structure, function and membership of the Governance Council, and how UTM's governance bodies fit into that framework. Also part of the Orientation Session, Professor Ulli Krull, Vice-President and Principal, Professor Angela Lange, Acting Vice-Principal Academic and Dean, and Saher Fazilat, Chief Administrative Officer, provided overviews of their portfolios and their priorities for 2018-19.

3. Report of the Vice-President & Principal

Professor Krull stated that a Tri-Campus Review was underway. He explained that the contributions of each campus lend to the strength of the University, and emphasized the value of diversity in terms of programs offered, people, and mindsets as a means to facilitate creativity and innovation. He used the phrase "one University, three campuses" to describe how the University of Toronto is the blending of these unique contributions of each campus.

Professor Krull discussed undergraduate enrolment, and addressed the increase in undergraduate intake for the 2018-19 academic year. Despite the carefully calculated number of offers made, UTM received many more acceptances than in past years. Initially, UTM saw a projected increase of 1400 incoming students over the target and now is at approximately 400 students over target. Professor Krull noted that by the so called "November 1 count" required by the government, UTM expected to be at approximately 250 students over the target. He indicated that this increase may have been due to external factors that negatively affected students' interests in other institutions. Another factor that contributed to elevated intake was increased popularity of UTM, which drew high quality applicants in the 2018-19 academic year. The recent Ontario Universities Fair, which saw a 15% reduction of visitors to the Fair, saw a 25% increase in visitors who signed up for information at the UTM booth. Professor Krull assured members that the UTM campus had the capacity to support this rise in the student population, and accommodations for services such as in food and library services and academic programming were made to support this growth. In order to honour the first year on-campus residence guarantee, a number of double-occupancy rooms were introduced. Professor Krull noted that the North Building Phase B capital project and the William G. Davis Building Revitalization project would collectively provide another thousand seating spaces for students, which would relieve overcrowding experienced in the library.

Professor Krull discussed the *Good Neighbours Guide*, which was re-introduced in response to complaints received through the City of Mississauga that indicated neighbours had expressed concerns about UTM students living in the community. The guide contained helpful information for students, landlords and Mississauga residents, and was distributed to approximately 250 homes in the neighbourhood through a door-to-door campaign by a small team of senior administrators. Professor Krull noted that these visits were very positive and that UTM would continue to work with the City of Mississauga's By-Law Officers to provide appropriate communication with the surrounding community.

Professor Krull provided updates with respect to ongoing matters at UTM. He mentioned the website redesign project, and encouraged input from the UTM community in terms of website direction. He then discussed the upcoming change to cannabis legalization targeted for October 17, 2018 and indicated that protocols had been established for the UTM community, with defined rules and regulations that were largely derived from the UTM and UofT smoking policies.

Lastly, Professor Krull provided an update on the Science Building, which was expected to be substantially completed by November 2021. He further indicated that three new faculty had been successfully recruited to support UTM's Robotics Cluster.

Further information on the above and other topics in the Vice-President and Principal's report can be found in the cover sheet for this item.

4. Current Year Campus and Institutional Operating Budget: Ms Saher Fazilat, Chief Administrative Officer

The Chair informed members that the presentation and discussion would support UTM's annual budget preparations. He then invited Saher Fazilat, Chief Administrative Officer, to present². Ms Fazilat informed members that the presentation would provide context for the 2018-19 budget, including funding sources, enrolment, University-wide costs, University Fund, divisional expenses, and opportunities and risks. The presentation included the following key points:

- The largest source of revenue at UTM was from student fees, which comprised 76% of total revenue. The majority of this value stemmed from tuition fees. International tuition revenue, as a percentage of total revenue, is projected to change from 14% in 2012-13 to 36% in 2022-23 (an increase of 22% over a decade);
- Enrolment had steadily increased by approximately 41% over the past ten years, with targets exceeded in 2018-19;
- UTM net revenue was \$254 million
- University-Wide Cost allocations totalled \$44.7 million;
- UTM's University Fund (UF) contribution totalled \$33.2 million, created by a 10% deduction from gross revenues;
- Allocations of the UF were based on institutional priorities;
- Additional UF allocations across UofT totalled \$22.5 million for 2018-19;
- As part of the 2018-19 budget process, UTM received \$1 million in base UF funding for research support which was a major priority of the campus;
- UTM has also received funding from UF central programs set aside by the Provost for in-year allocations. The following is a list of funding received by UTM from these programs over the last two years:
 - \$250k base for cities related support
 - \$500k OTO for faculty start-up support
 - \$230k OTO for experiential learning program support
 - 7 academic diversity positions (OTO for 3 years @ 50%)
 - 3 indigenous faculty positions (base @ 50%)
 - 7 undergrad innovation projects funded through LEAF (OTO)
- A balanced budget was projected;
- Areas of budgetary risk included the uncertainty of Strategic Mandate Agreement (SMA) 3, pension solvency, enrolment constraints, and tuition fee framework. Areas of opportunity included the ability to leverage our location, international student enrolment, SMA2 emphasis on differentiation, and strategic use of operating reserves.

A member asked about the UF allocations to UTM with respect to the seven academic diversity positions presented in the budget. Professor Lange explained UTM was able to draw on funds made available by

² A copy of the presentation is attached as Attachment B.

the Provost to hire indigenous faculty and to hire in academic areas where there had either been a gender imbalance or there was a lack of persons of colour. Professor Lange added that, while these positions had already been planned, these funds made the hires possible earlier.

In response to a member's question about the budget related to funds for experiential learning, Professor Lange explained that the budget included bursaries and funding for efforts to secure internship placements and developing experiential learning opportunities. She also noted that a project was underway that collected all experiential learning opportunities in one database, which would allow for even more departments to learn about existing initiatives and to develop their own offerings.

A member inquired about what constituted innovation projects or those categorized under LEAF in the budget. Professor Lange explained that LEAF, or the Learning & Education Advancement Fund, was a Provostial program that aimed to provide academic divisions with a means to develop and enhance teaching practices. It was noted that innovation projects focused on the development of pedagogy for the purpose of innovating the learning process and engage students more effectively.

In response to a question about self-funded student services, which accounted for 7.9% of the 2018-19 budget, Mark Overton, Dean of Student Affairs, explained that the University had an agreement between the Full-Time Association of Undergraduate Students, the Part-Time Association of Undergraduate Students, and Graduate Student Association, which was struck by the provincial government in each university in 1997, whereby some services would not be covered by tuition. Instead, they were covered by self-funded student services. A fee is paid by each student at UTM to support services such as the Career Centre, Health and Counselling Centre, shuttle services, and a number of other services.

5. Calendar of Business, 2018-19

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 and consult with the Secretariat if they had any questions about forthcoming items.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 8 - Report of the Previous Meeting, be approved.

6. Report on UTM Capital Projects – as at August 31, 2018

7. Reports for Information

- a. Report 31 of the Agenda Committee (September 24, 2018)
- b. Report 30 of the Campus Affairs Committee (September 13, 2018)
- c. Report 28 of the Academic Affairs Committee (September 12, 2018)

8. Report of the Previous Meeting: Report 30 of the UTM Campus Council – May 29, 2018

9. Business Arising from the Report of the Previous Meeting

10. Date of the Next Meeting – Wednesday, November 21, 2018 at 4:10 p.m.

The Chair reminded members that the next meeting of the Council was scheduled for Wednesday, November 21, at 4:10 p.m. in the Council Chamber, William G. Davis Building.

11. Question Period

There were no questions.

12. Other Business

There were no other items of business.

The meeting adjourned at 5:48 p.m.

Secretary
October 11, 2018

Chair

University of Toronto Mississauga
UTM Campus Council
October 3, 2018 - Orientation



Agenda

- Governing Council and UofT Governance structure
- The role of governance & administration
- Assessors & their Goals for 2018-19
- Mandate of Council
- Duties & Expectations
- Items for Consideration
- Decisions
- Practical Matters & Member Resources

Governing Council – 50 Members

25 Internal

President (*ex officio*)

12 Faculty

8 Students

2 Administrative Staff

2 Presidential
Appointees

25 External

Chancellor (*ex officio*)

16 Lieutenant-Governor-in-
Council (LGIC) Appointees

8 Alumni

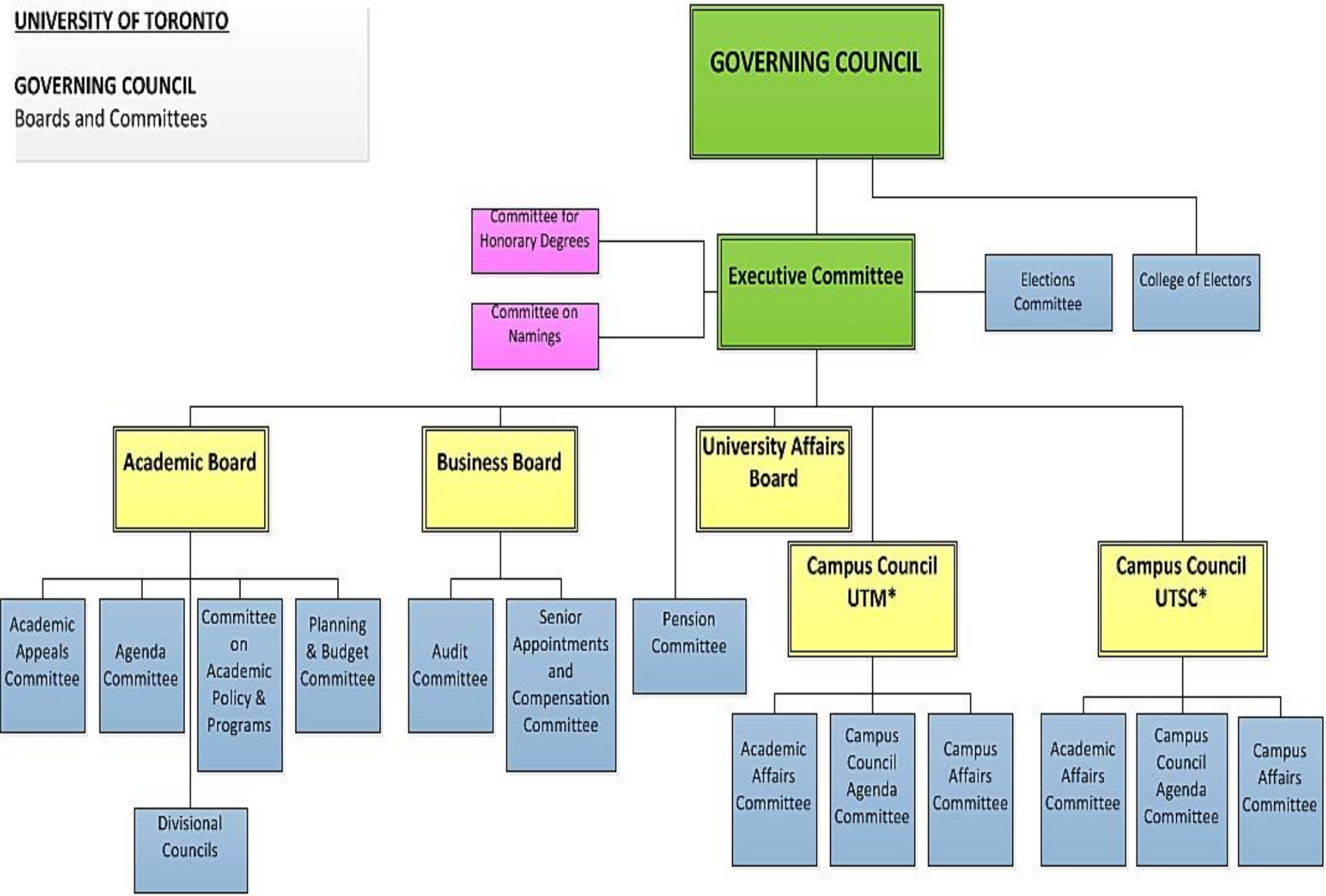
**Claire
Kennedy
Chair
2018-2019**

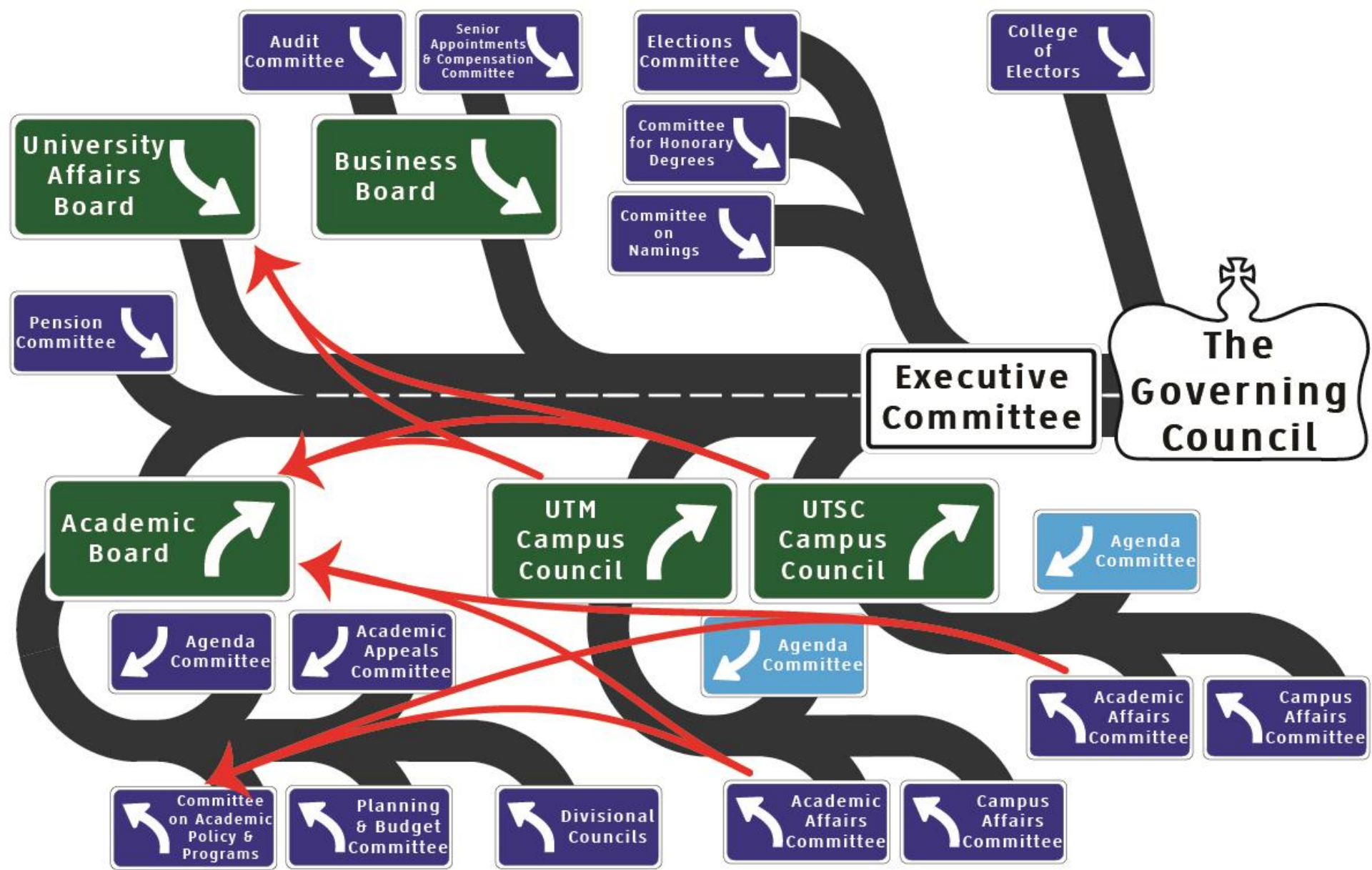


**Jane Pepino
Vice-Chair
2018-19**

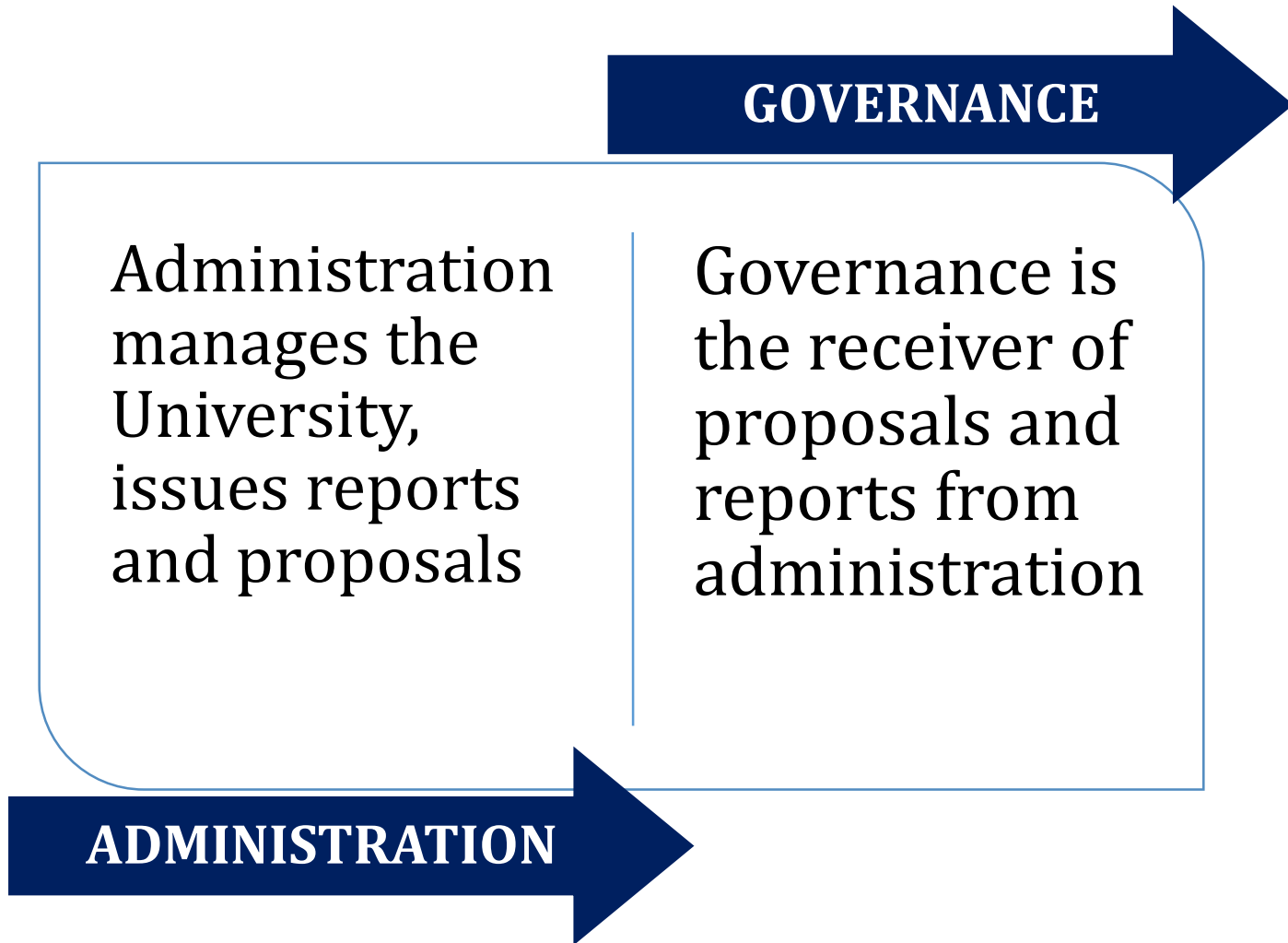
GOVERNING COUNCIL

Boards and Committees





Role of Governance & Administration



Campus Council: 28 Members

6

Teaching Staff

4

Students

5

Ex officio

2

Administrative
Staff

11

Community

Assessors



Professor Ulli Krull
Vice-President and Principal
[voting]



Professor Angela Lange
Acting Vice-Principal, Academic & Dean
[non-voting]



Ms Saher Fazilat
Chief Administrative Officer
[non-voting]

UTM AT A GLANCE

ACADEMIC UNITS:

- 17 academic units (15 Academic Departments and 2 Institutes), 155 programs and 92 areas of study, including:
 - Institute for Management & Innovation
 - Institute for Communication, Culture, Information & Technology
 - Centre for South Asian Civilizations
 - Centre for Urban Environments
 - Mississauga Academy of Medicine
 - Mix of Traditional undergraduate, master's and doctoral programs; 6 professional graduate programs

PEOPLE:

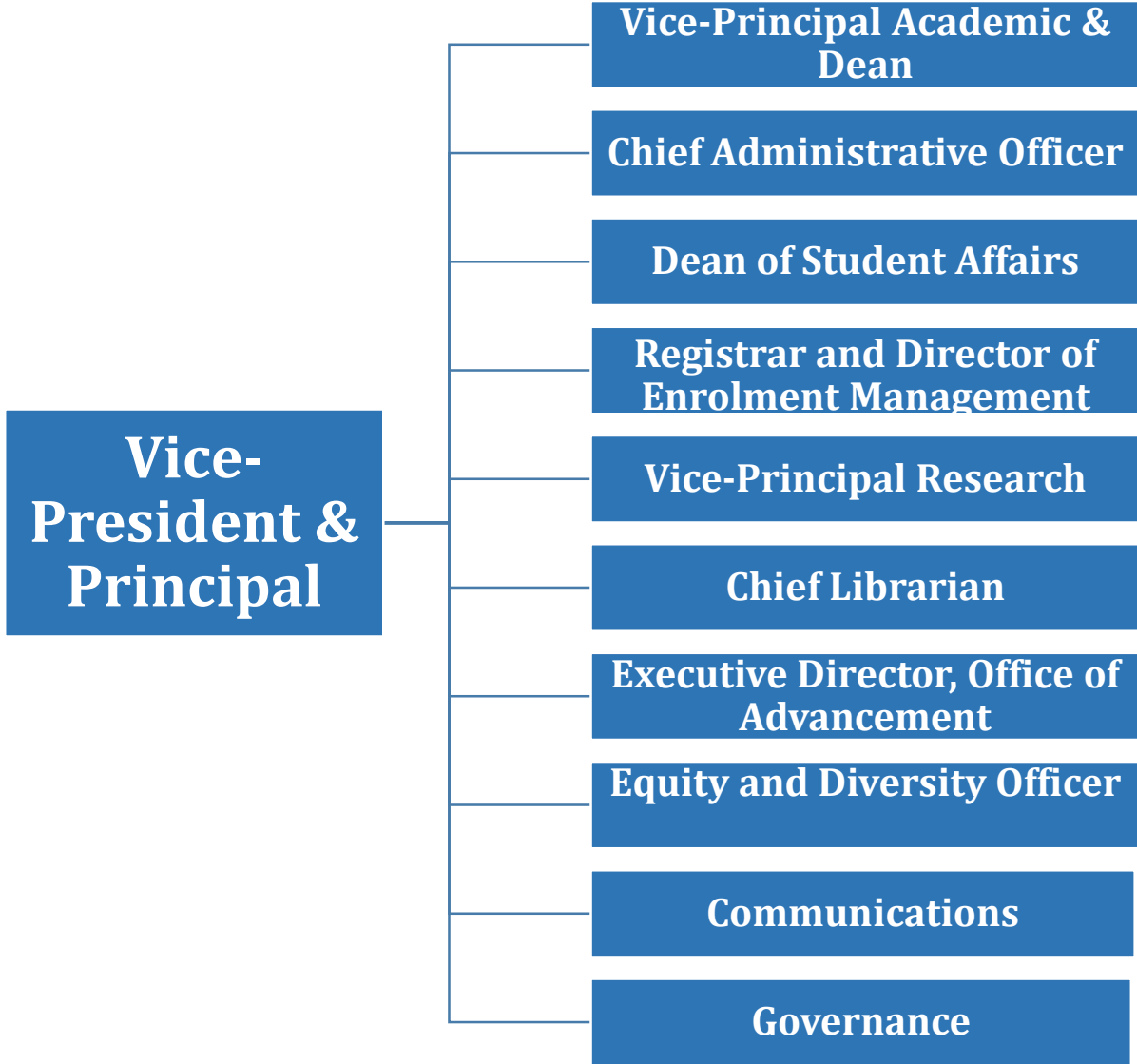
- About 14,000 undergraduate students, 682 graduate students, 216 Faculty of Medicine students
- 2,500 full and part-time employees, including 1,039 permanent faculty and staff
- Over 56,000 alumni

PLACE:

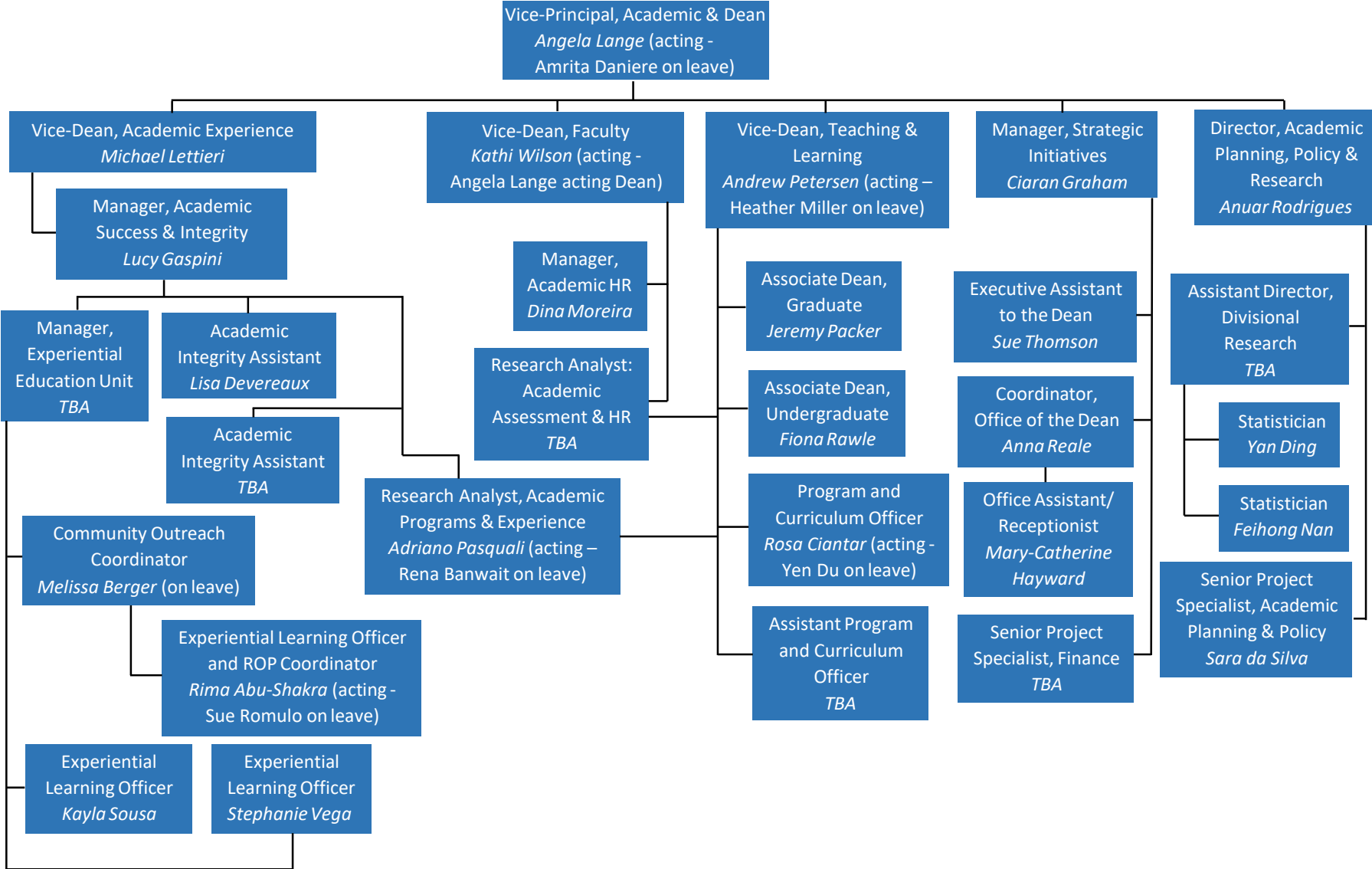
- 225 acres of protected greenbelt
- Award-winning facilities: Terrence Donnelly Health Sciences Complex; the Instructional Centre; the Hazel McCallion Academic Learning Centre; the Recreation, Athletics and Wellness Centre; Deerfield Hall; and the Communication, Culture and Technology building.
- New in Fall 2018: North 2 to open featuring 210,000 square feet of new office and classroom space

BUDGET: Total Revenue: \$332.4M; Net Operating Budget: \$254.0M

Senior Administrative Structure



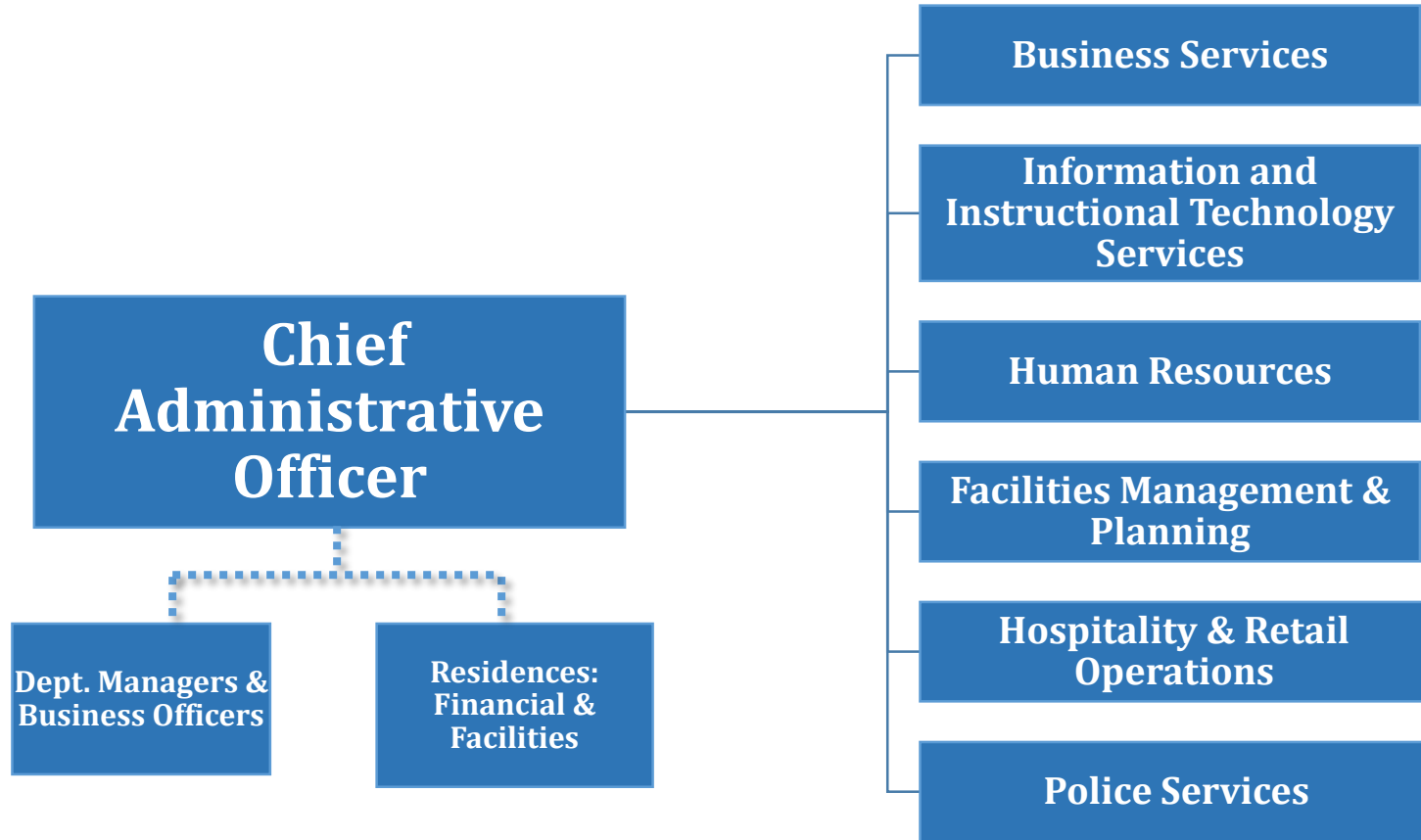
ADMINISTRATIVE STRUCTURE: OFFICE OF THE DEAN



OFFICE OF THE DEAN FOCUS FOR 2018-2019

- Implementation of the UTM Academic Plan
 - Sustainability, literacy and numeracy initiatives
 - Assist faculty and staff in the creation of Experiential Learning opportunities
 - Increase visibility and enhance connections with the broader external community as well as community-based research
- Planning and development of an Arts & Culture Building
- Overseeing faculty growth and renewal, and building research clusters in new areas leading to new programs both at the undergraduate and graduate areas
- Enhance diversity of faculty and staff
- Implementing the primary recommendations of the Indigenous Initiatives Task Force.

Administrative Structure: Office of the CAO



CAO PRIORITIES FOR 2018-2019

- **Support of Academic Plan & its implementation through robust financial planning and management**
- **Continued improvement of Information & Instructional Technology**
 - Security
 - Network
 - High Performance Computing (Research Support)
- **Service-First enhancements for all administrative areas**
- **Capital Projects**

Construction

- Completion of SIF
- North 2 Completion
- Davis Revitalization

Design

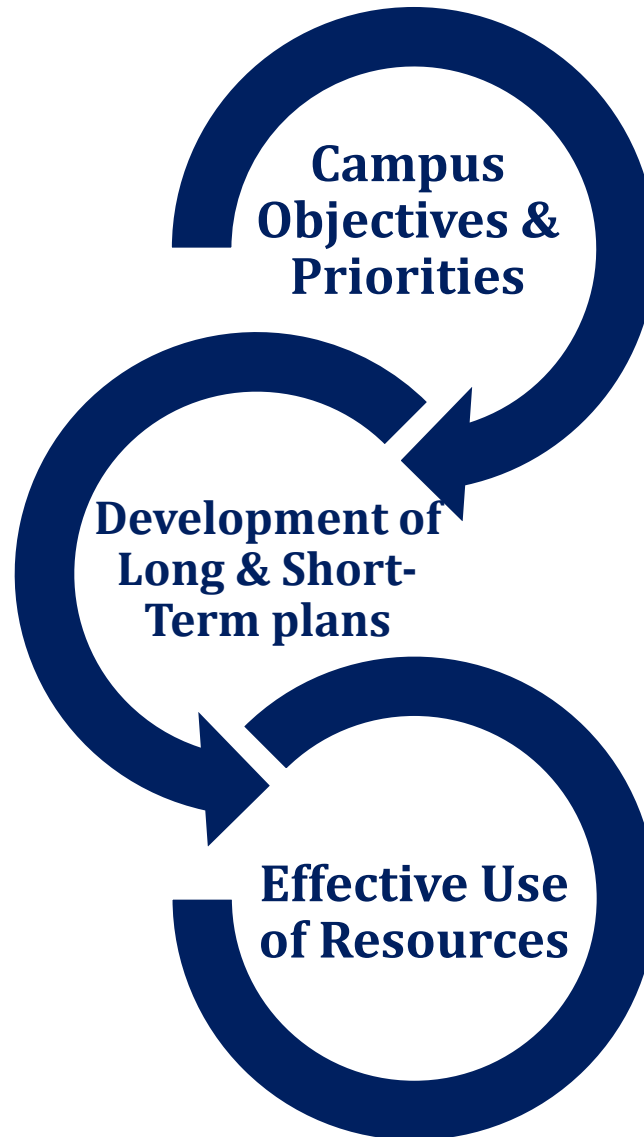
- Science Building
- Modular Office Buildings

Planning

- Robotics Facility
- Classroom & other technology upgrades
- Student Services Plaza
- Outdoor Athletics
- Other potential new builds

Mandate of the Campus Council

**On behalf of
Governing
Council, exercise
governance
oversight of
campus specific
matters.**



Duties & Expectations of Members

Serve the best interests of the University, not a particular estate.

Become familiar with the Committee website and use of “Diligent Boards”.

Review documentation prior to the meeting and request clarification and additional information, if necessary.

If you have substantive questions about an item, please contact the Secretary in advance of the meeting.

Participate in discussion and listen respectfully to others.

Types of Items for Consideration

Consider for Recommendation

Capital Projects

Compulsory Non-Academic Incidental Fees
(student service fees)

Ancillary Budgets (food, residence, parking,
conference)

Oversight & Advice (items for info)

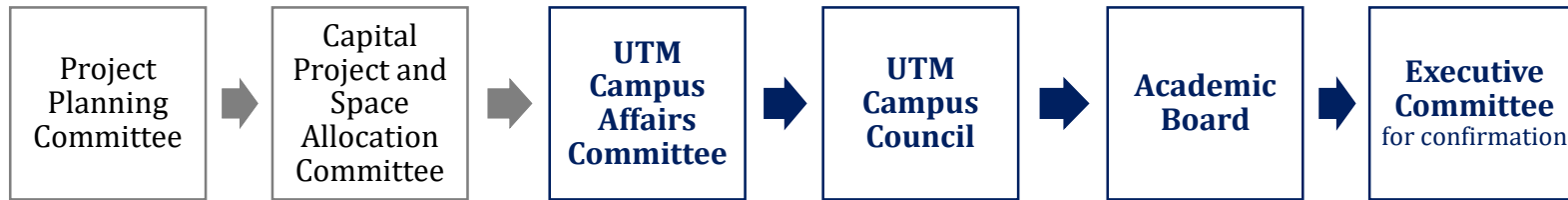
Policies (new and revisions)

Operating Budget; UTM Budget Priorities

Strategic Topics

Approval of Capital Projects

Level 2 (\$5 – 20 million)



Level 3 (> \$20 million)



Execution of Project/Borrowing



Decisions



Approve (occasionally clarified or amended)

Reject

Referred back to the administration with advice.

Withdrawn by the administration.

Practical Matters

- Participation
- Length of Debate
- Governance Portal – Diligent Boards
- Cover Sheets
- More information in *Orientation Handbook*

Orientation Handbook

- <http://uoft.me/orientationUTM201819>
Available on the governance portal

Questions?

Contact:
Chair and Secretary
Council.utm@utoronto.ca



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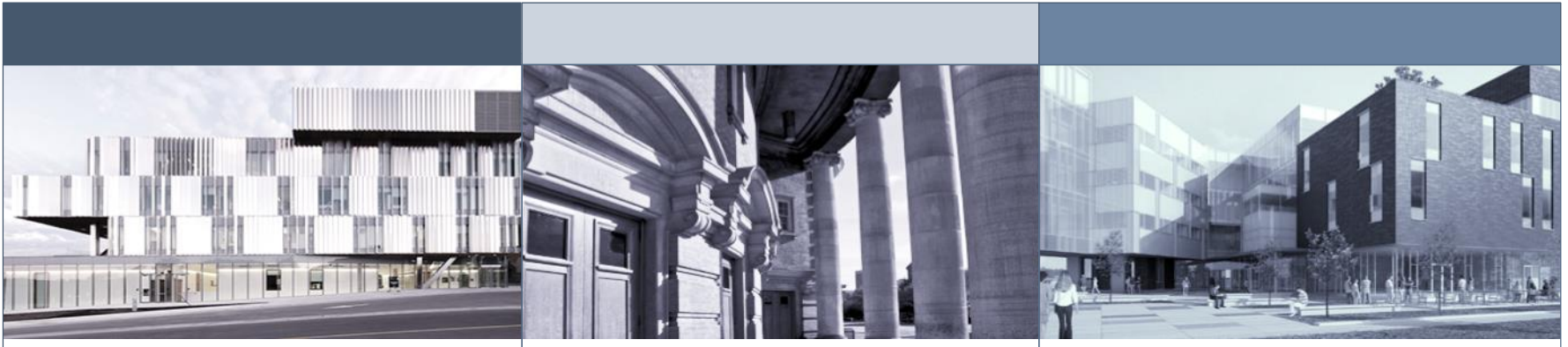


UNIVERSITY OF
TORONTO

Budget 2018-19

UTM Campus Council

October 3, 2018





Agenda

1) Budget Process & Context

2) Funding Sources

3) Enrolment

4) University Wide Costs

5) University Fund

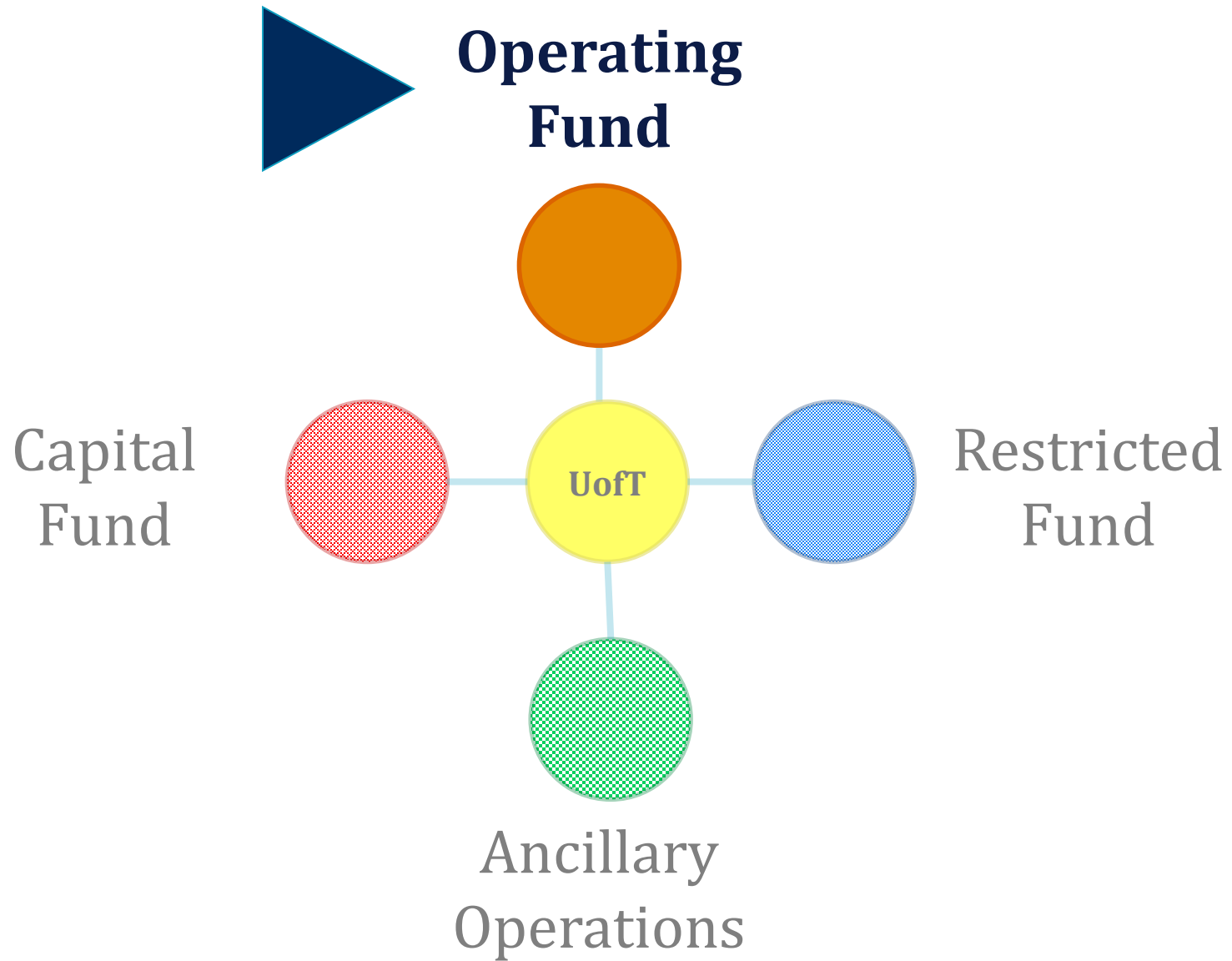
6) UTM Divisional Expenses

7) Opportunities & Risks

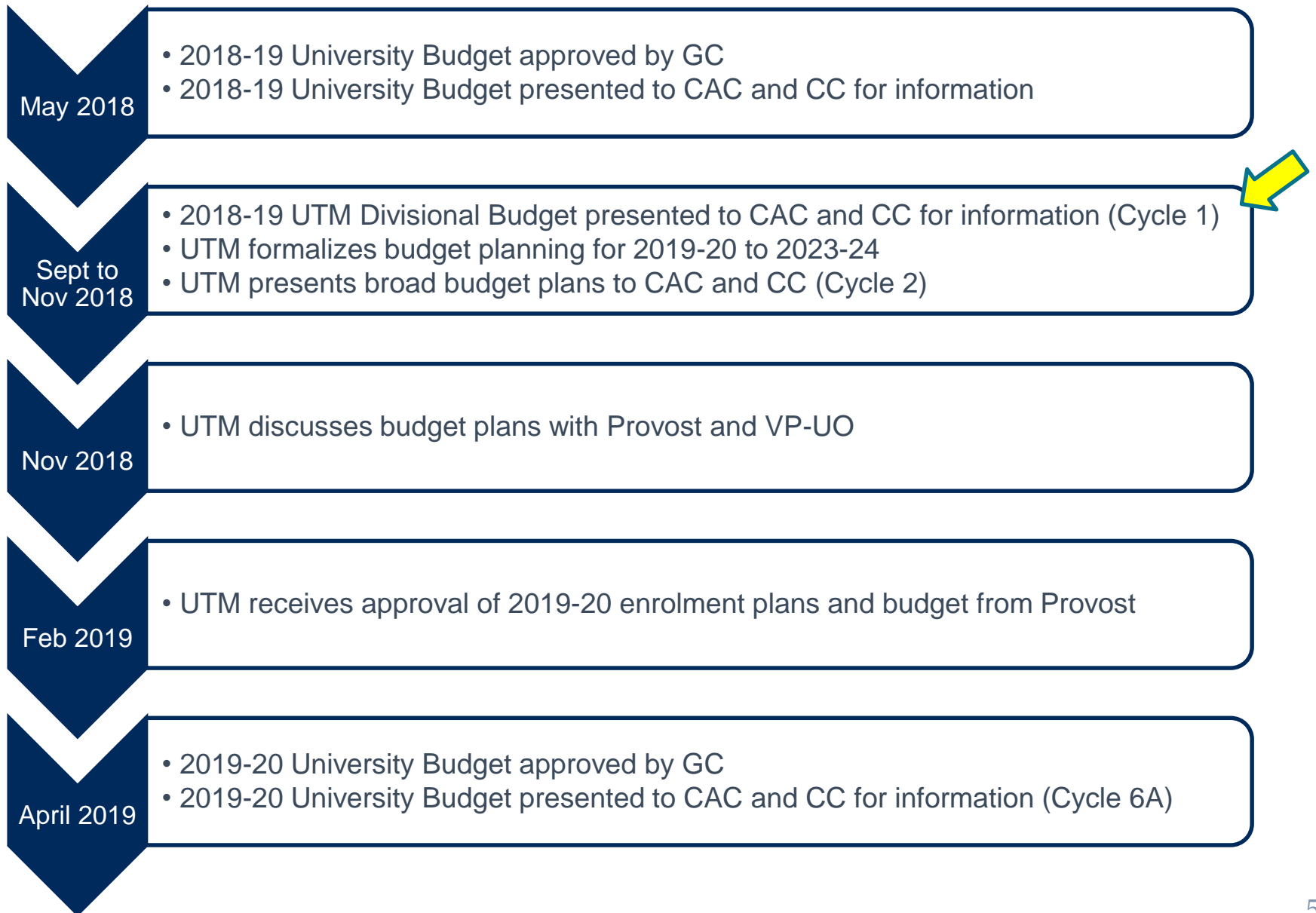
8) Summary

1) Budget Process & Context

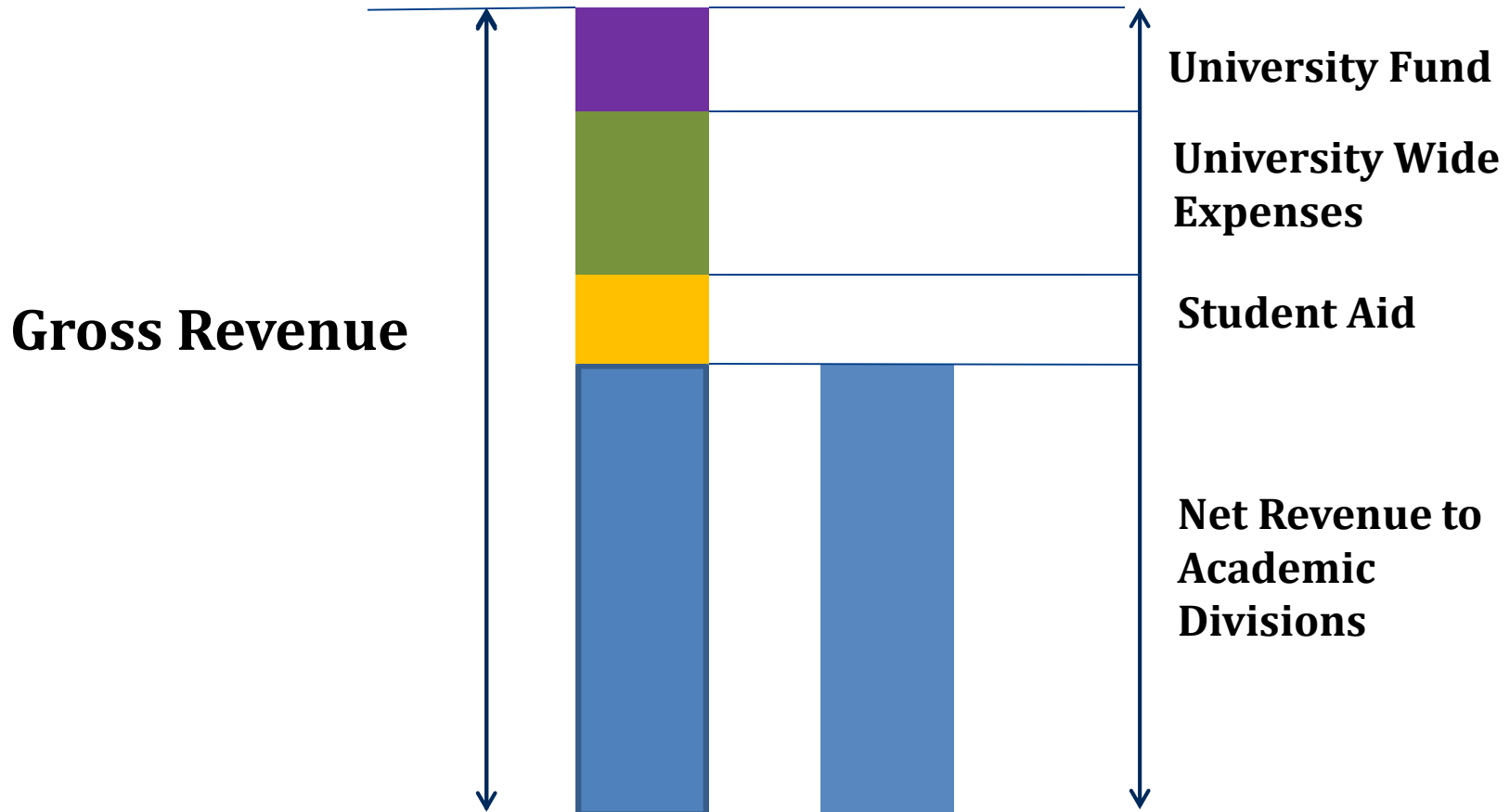




Budget Timeline



Net Revenue to Academic Divisions



UTM

2018-19 Budget (in \$M)

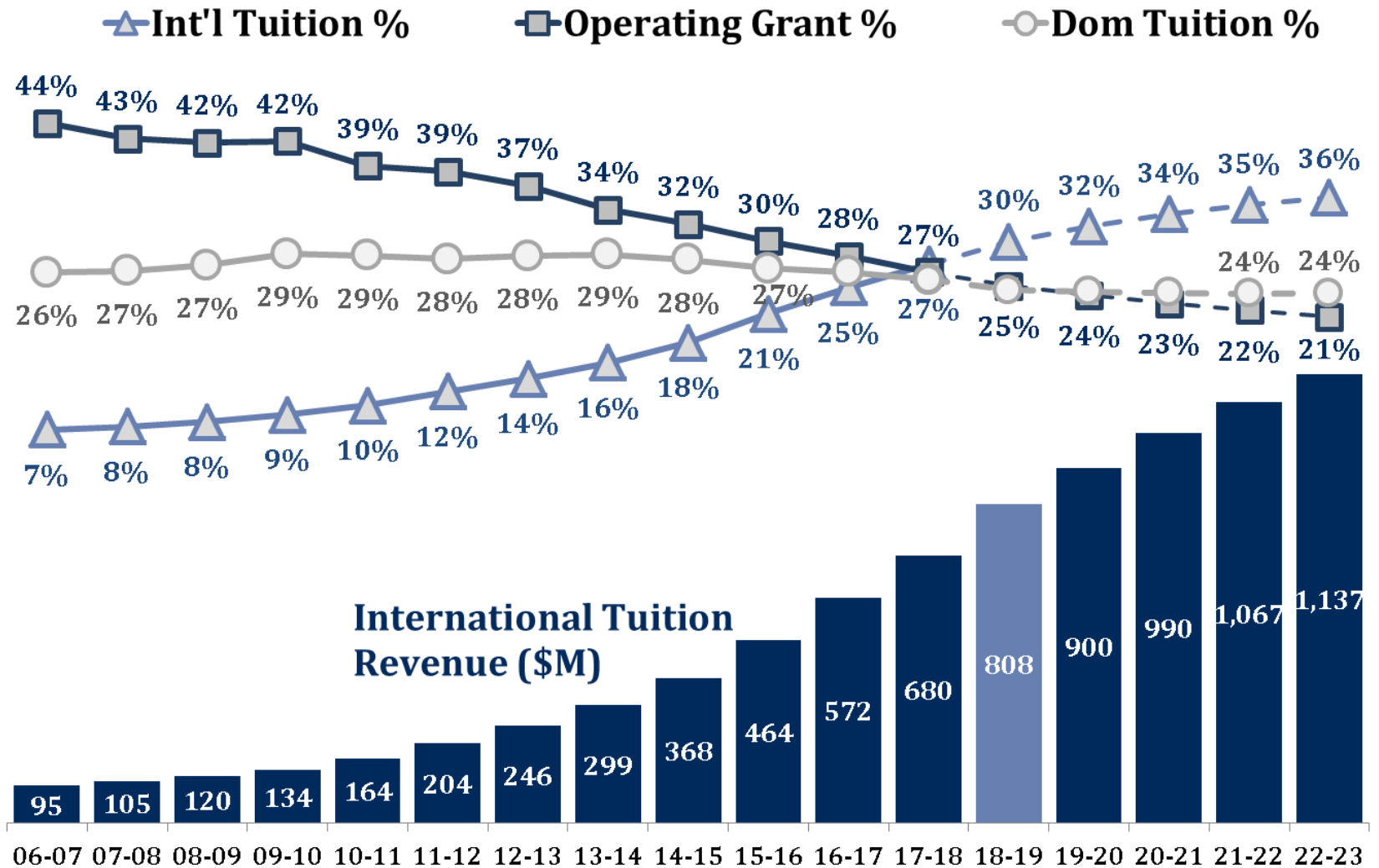
Tuition and Grant revenue	\$321.6
Investment and other income	<u>10.8</u>
Subtotal	\$332.4
University Fund Contribution (10%)	(33.2)
Other attributed revenue (net)	2.2
University-wide costs	(44.7)
Student Aid	(13.7)
University Fund Allocation [^]	10.9
Other adjustments	<u>0.1</u>
“Net revenue” to UTM	\$254.0

[^] The current UF Allocation represents the cumulative total of \$8.96M as at the previous year, plus an incremental base allocation of \$1.25M from the Provost in 2018-19. It also includes an additional UF adjustment of \$0.69M in 2018-19 to offset budget model changes related to UWC's and gov't grant conversion from BIU's to WGU's.

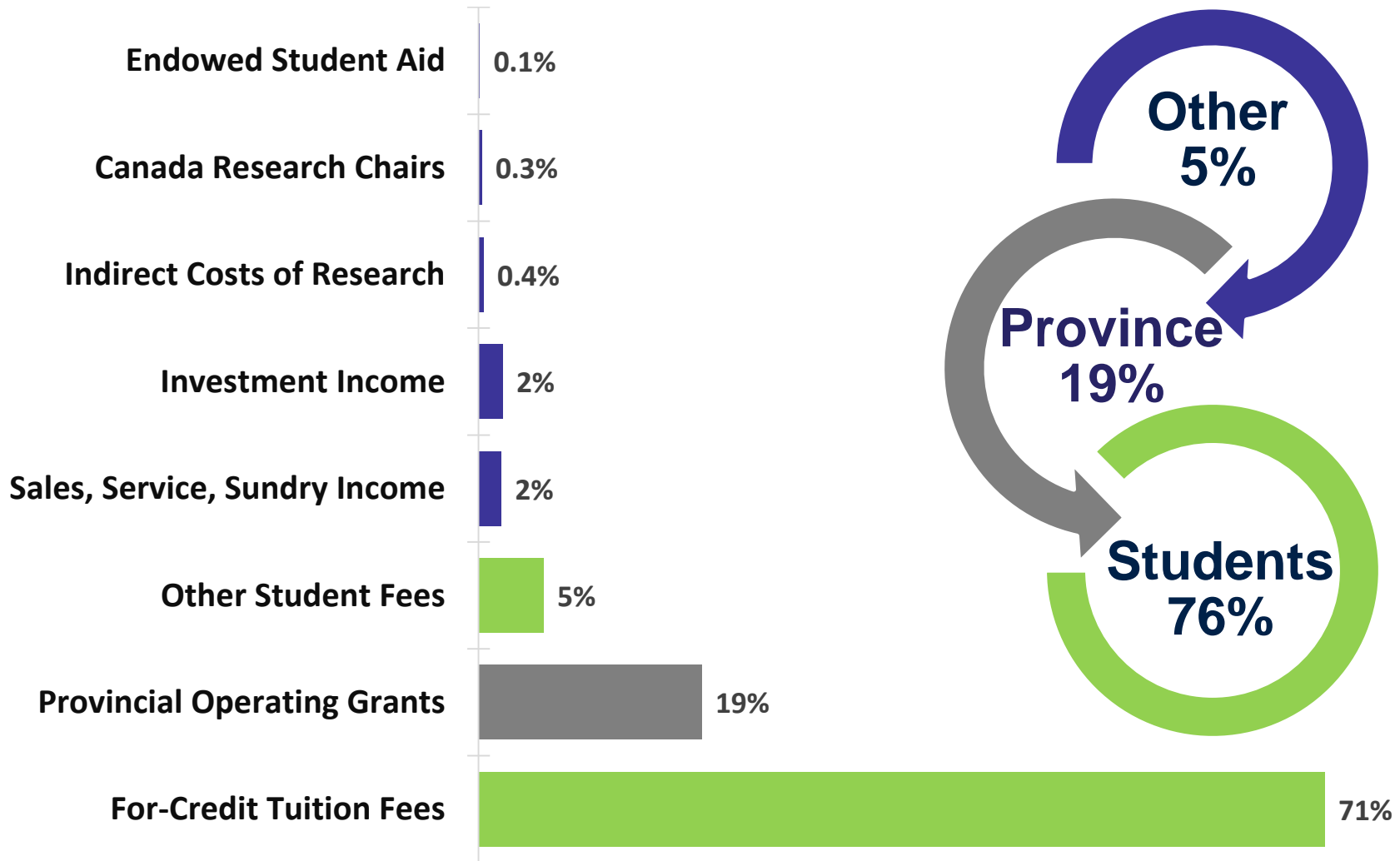
2) Funding Sources



The changing revenue landscape (excludes divisional income)



2018-19 sources of revenue

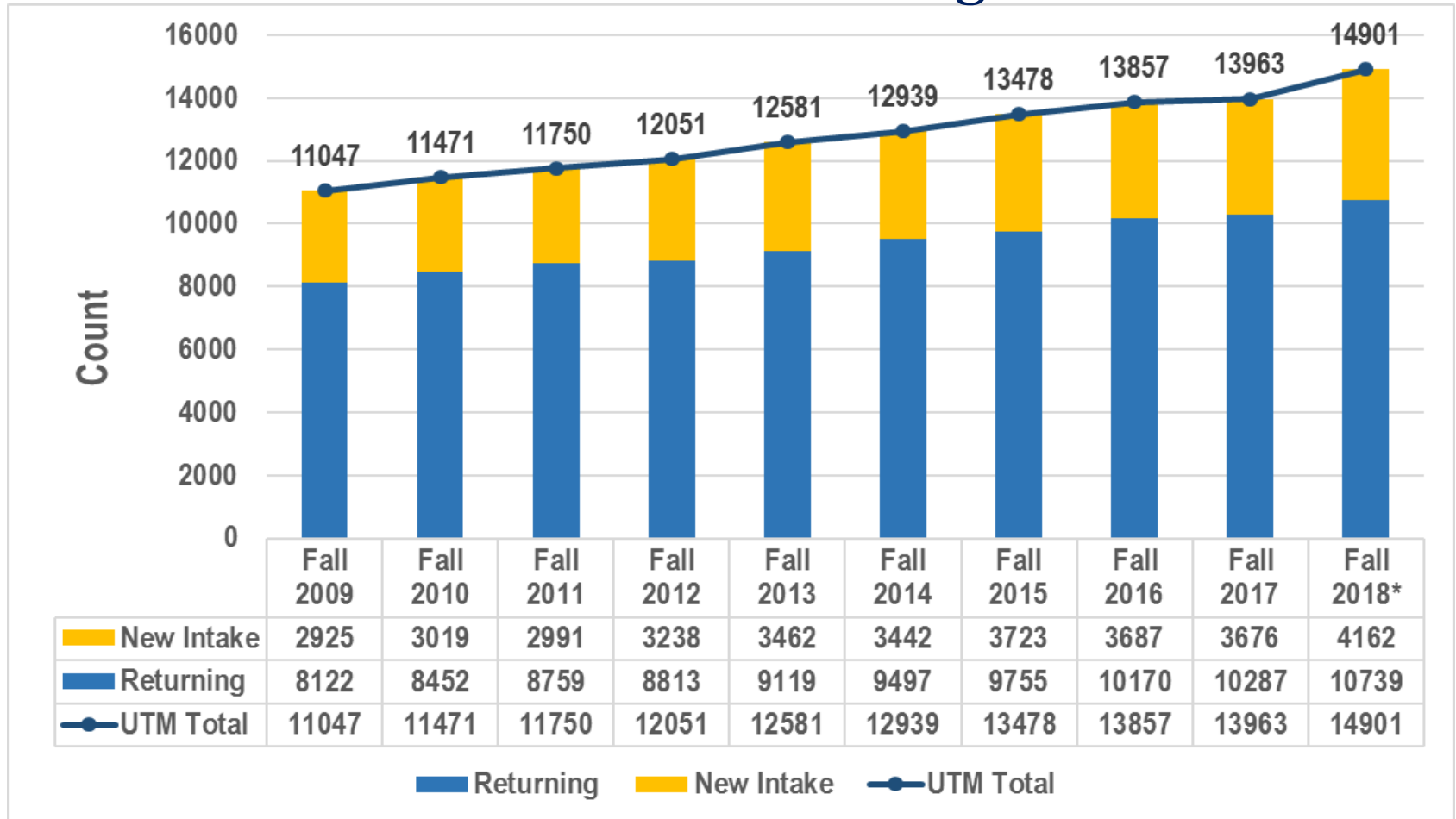


3) Enrolment



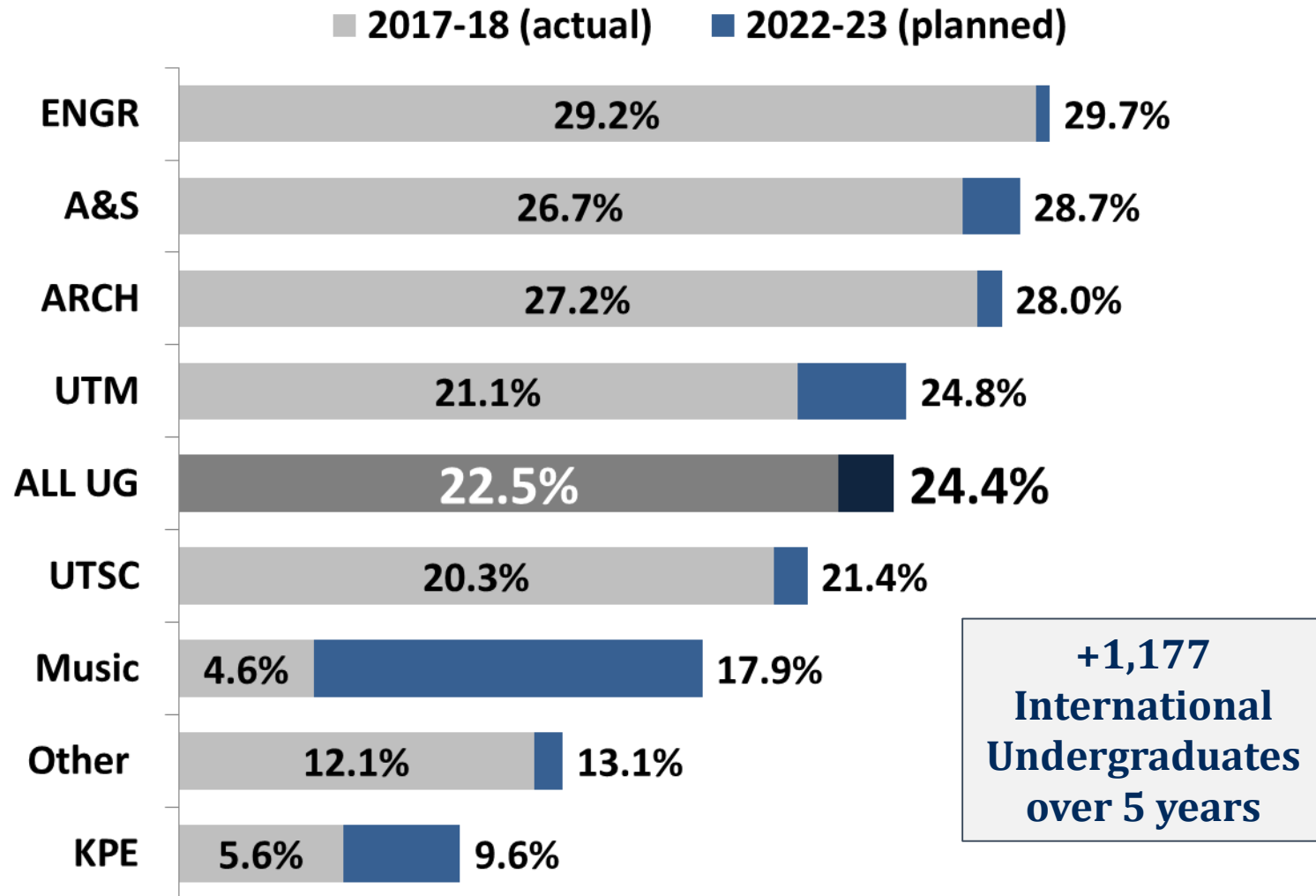
UTM

Fall 2009 - 2018 Total Headcount of New Intake and Returning Students

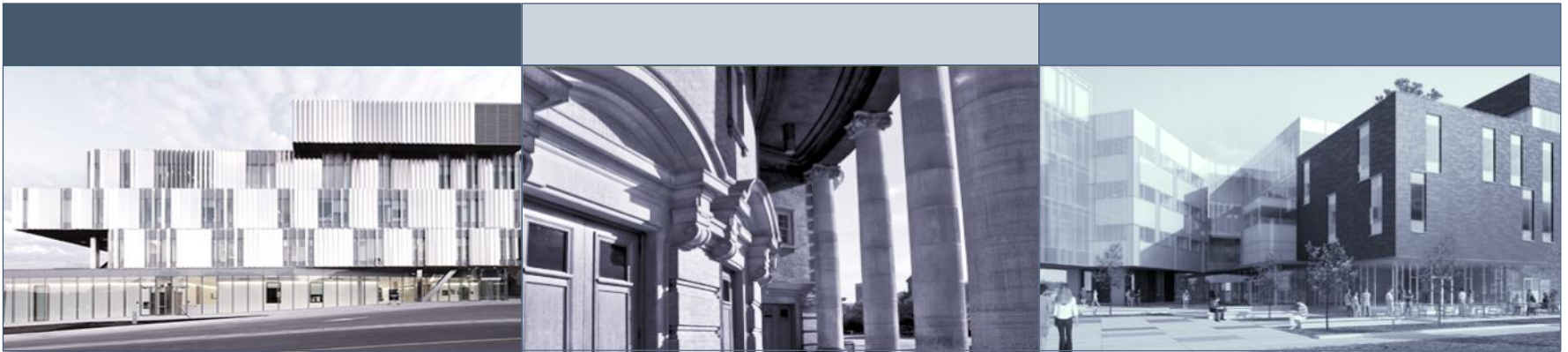


Data Source: 2009-2017 from UTBI at Count Date, Fall 2018 from ROSI on Sept. 23, 2018*

International Share of Total UG Enrolment (2017-18 headcount 16,069)

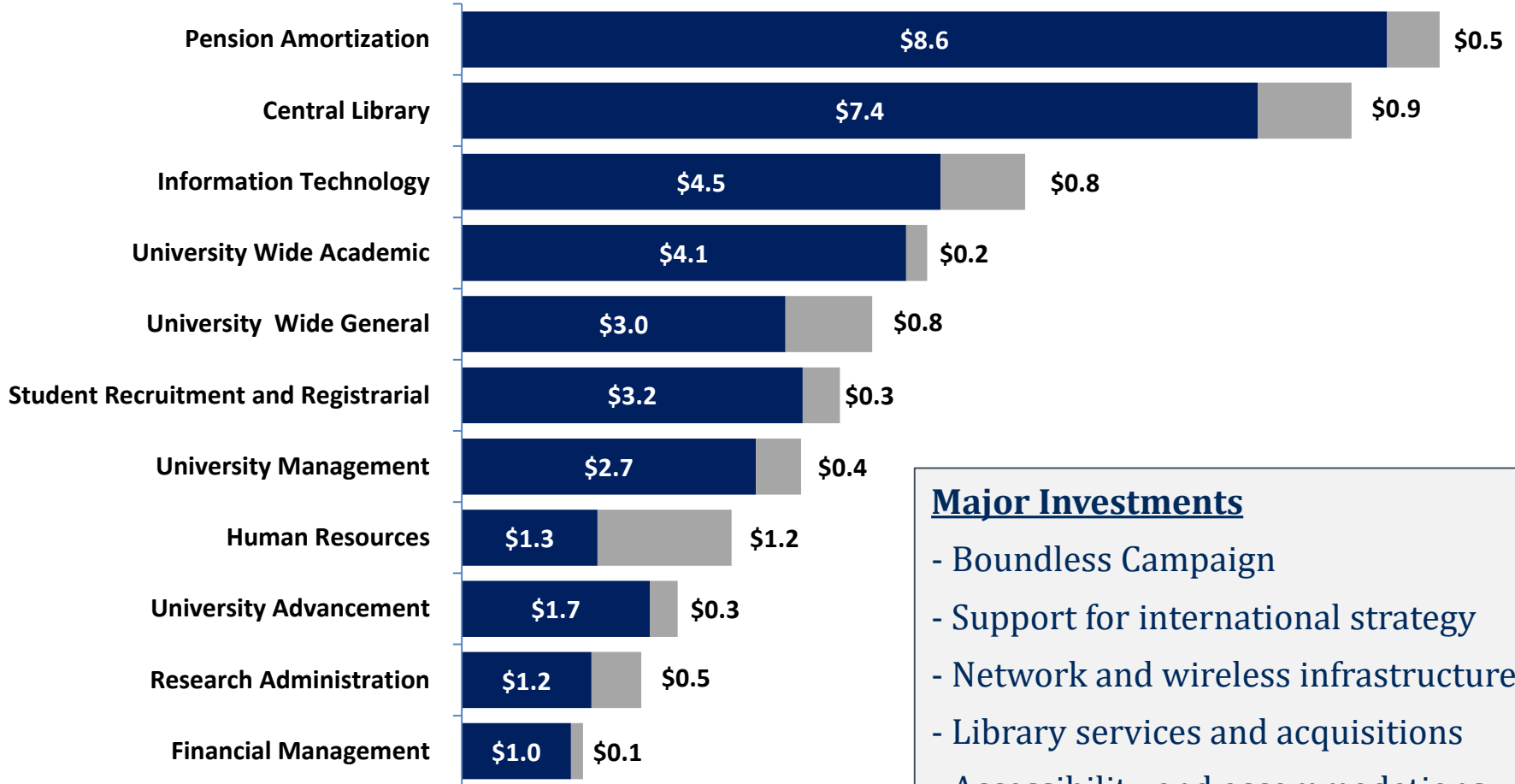


4) University Wide Costs (UWC)



2018-19 UWC Allocations (\$44.7m)

■ 2017-18 Allocation * ■ 2018-19 Incremental Allocation



Major Investments

- Boundless Campaign
- Support for international strategy
- Network and wireless infrastructure
- Library services and acquisitions
- Accessibility and accommodations
- Academic HR and research support

* Restated for structural changes made to UWC bins

UTM

UTM Must Also Fund Costs as a Campus

Campus Cost Estimates *	2018-19
Occupancy	\$ 39.6M
Library & RGASC	7.6M
Student Life	2.0M
Admin, Finance and HR *	2.3M
Information Technology *	0.8M
Total	\$ 52.3M

* Note: These costs reflect only the portion of the total expense budget that pertains to running a campus, they do not reflect the full cost of the operation.

5) University Fund





University Fund (UF):

- Created by a 10% deduction from gross revenues, excluding segregated funds
- Intended to strengthen quality and provide stability, consistent with academic priorities
- Allocations based on academic plans and institutional priorities; not tied to revenues and costs

2018-19 New UF Allocations - \$22.5m

Access & Diversity (\$3.5 million)

- Access Programs
- Accessibility Advisors
- Post-docs from Under-represented Groups
- Ongoing: recruitment of diverse faculty & staff

Re-imagining UG Education (\$10 million)

- UG Innovation Fund (LEAF)
- Int'l Student Experiences
- Interdivisional Teaching
- Ongoing: New Program Innovation Fund

Research & Innovation (\$2.5 million)

- Campus-led Accelerator Entrepreneurship Programs
- UTM/UTSC Research Support
- Ongoing: Graduate Program Innovation Fund

Structural Budget Support (\$6.5 million)

- Structural Budget Support for Academic Divisions
- Data Centre Integration

UTM

University Fund – Allocations to UTM

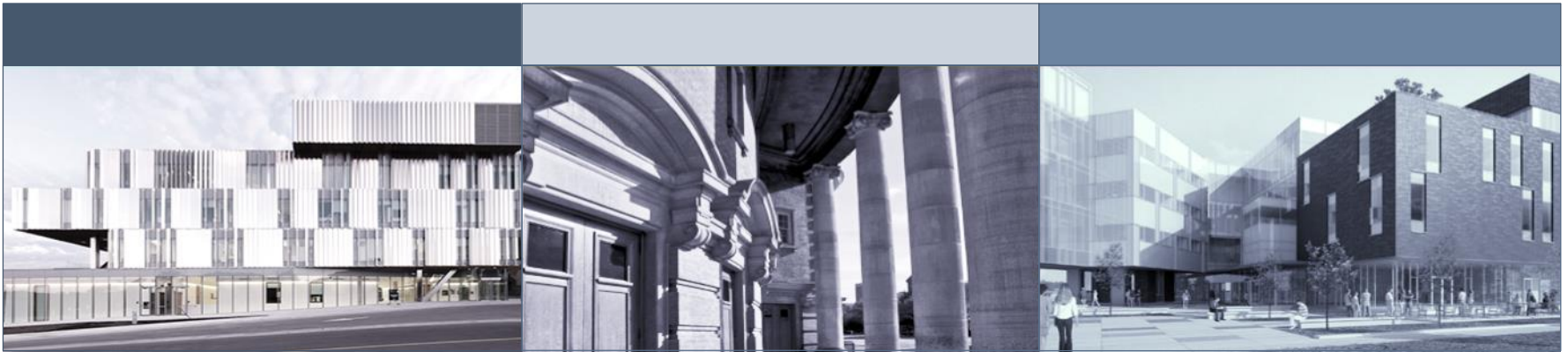
2018-19 Base UF Allocation

- \$1 million for research support

In-year allocations from UF central programs (over last 2 years)

- \$250k base for cities related support
- \$500k OTO for faculty start-up support
- \$230k OTO for experiential learning program support
- 7 academic diversity positions (OTO for 3 yrs @ 50%)
- 3 indigenous faculty positions (base @ 50%)
- 7 undergrad innovation projects funded through LEAF (OTO)

6) UTM Divisional Expenses



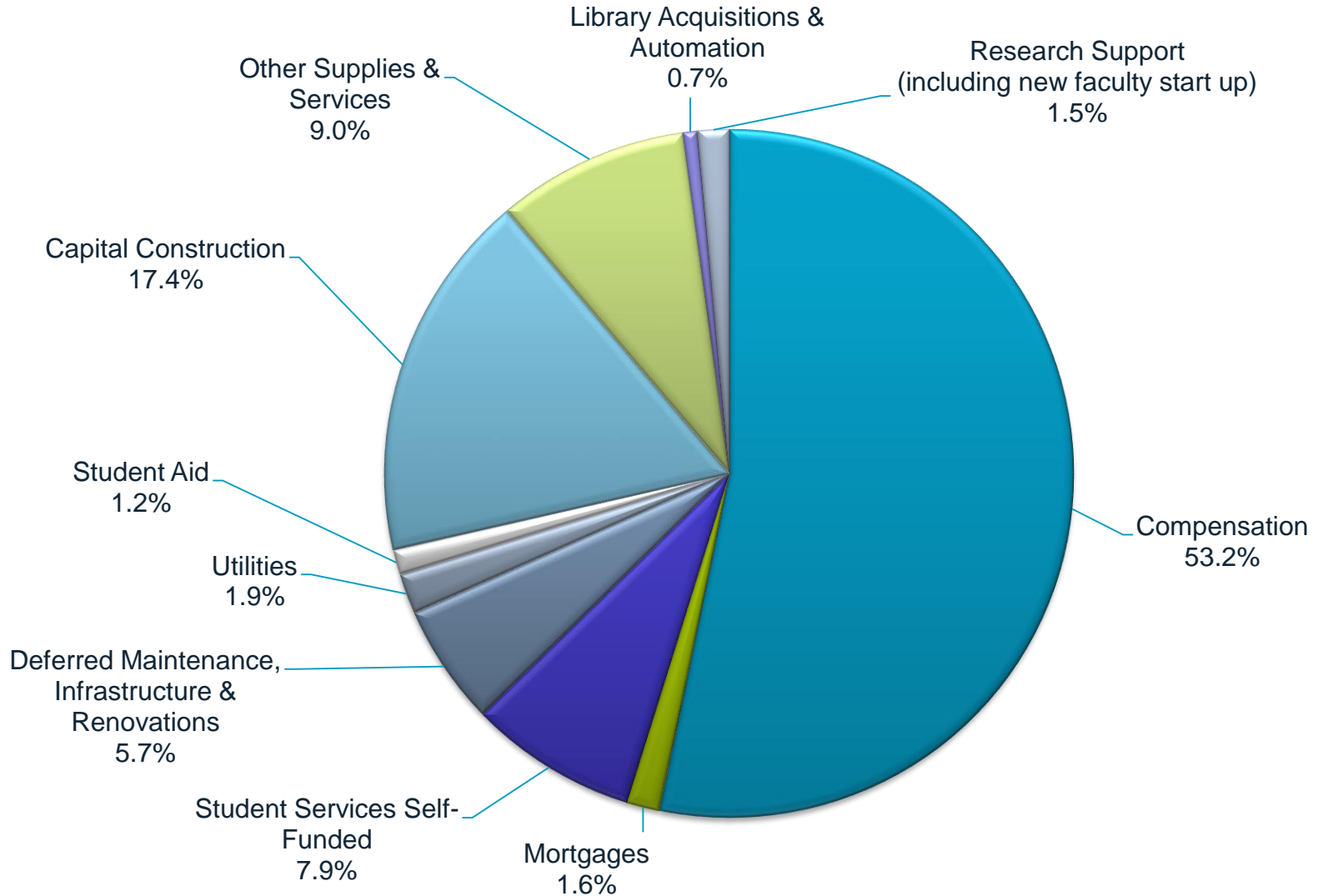
UTM

2018-19 Budget (in \$ millions)

“Net revenue” to UTM	\$254.0
Divisional revenue & recoveries	39.9
Compensation (excluding self-funded student services)	(156.5)
Mortgages	(4.6)
Student Aid	(3.4)
Utilities	(5.5)
Self-funded student services (including compensation)	(23.2)
Capital Construction	(51.2)
Deferred Maintenance, Infrastructure & Renovations	(16.7)
Library acquisitions & automation	(2.0)
Research Support (including start-up)	(4.3)
Other supplies and services	<u>(26.5)</u>
Net result (balanced budget)	-

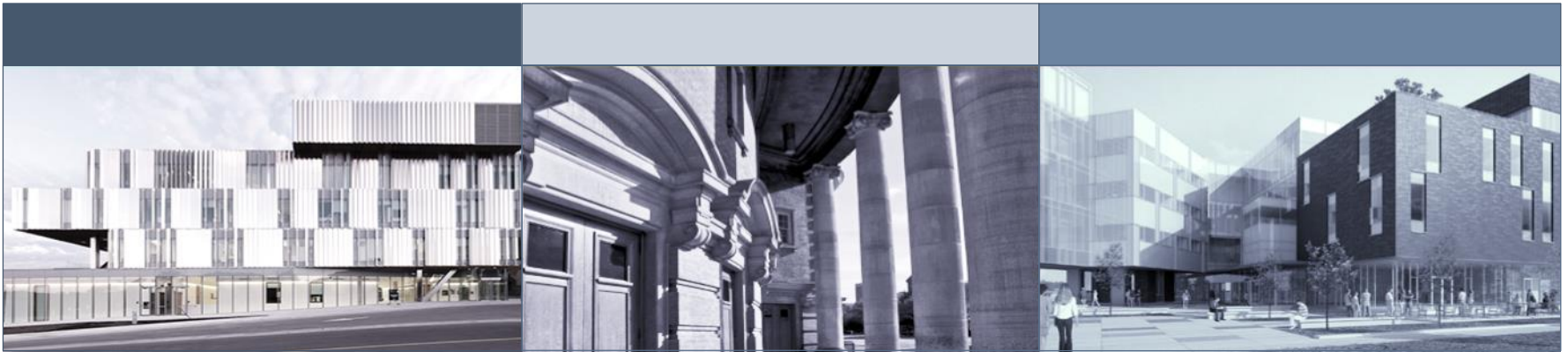
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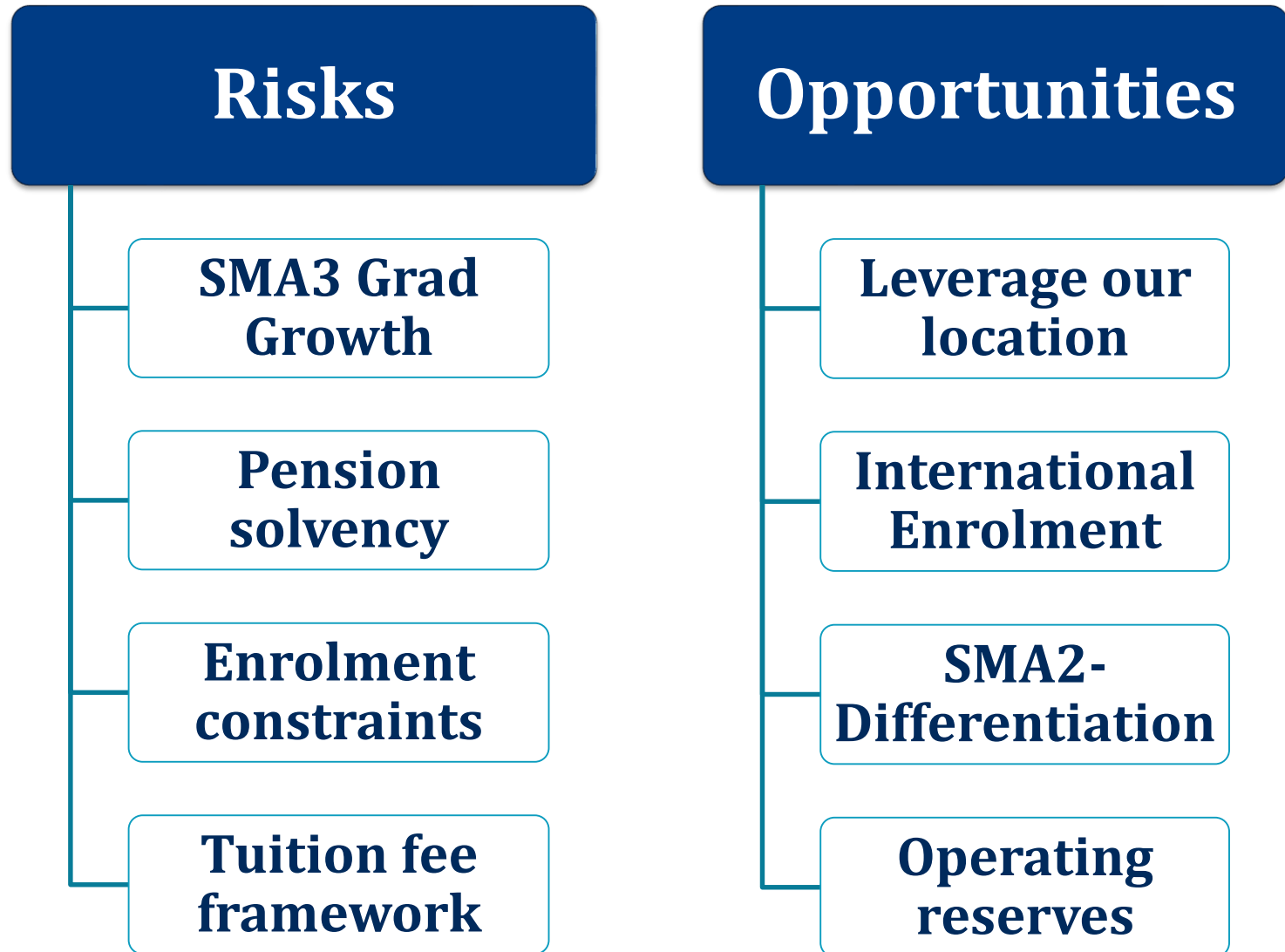
2018-19 Major Expense Categories



Totals \$293.9 million (net expense budget of \$254.0M plus \$39.9M in divisional revenues)

7) Opportunities and Risks





UTM Overview – In Summary



Summary

- **Balanced Budget**
- **Enrolment is strong; targets exceeded & quality improved**
- **Continue to invest in key strategic areas (academic plan, research, buildings & infrastructure)**
- **Continued cycle of reinvestment.....**

