

**UNIVERSITY OF TORONTO
THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL
REPORT NUMBER 52 OF THE CAMPUS COUNCIL**

March 9, 2022

To the Governing Council,
University of Toronto,

Your Campus Council reports that it met virtually on Wednesday, March 9, 2022, at 4:10 p.m. with the following members present:

Present: Grace Westcott (Chair), Vina Goghari (Vice-Chair), Wisdom Tettey (Vice-President and Principal), William A. Gough (Vice-Principal, Academic & Dean), Andrew Arifuzzaman (Chief Administrative Officer), George Cree, Shadi Dalili, Tarun Dewan, Edward Henley, Irmi Hutfless, Imran Khan, Sameer Lal, Dorinda So, Jason Glover, Gillian Mason, Michelle Ramnaraine, Silma Roddau, Tayyab Rashid, Paulina Rousseau, Jinny Tsang

In Attendance: Provost Cheryl Regehr, Jeff Lennon (Interim Assistant Vice-President, Planning & Budget); Philip August, Varsha Patel (Assistant Dean, Student Success), Zoran Piljevic (Director, Information & Instructional Technology Services), Sheila John (Acting Dean Student Experience and Wellbeing), Nadia Rosemond (Assistant Dean - Co-Curricular Engagement & Student Leadership), Aileen Cabrera, Ian Cole, Carmina Elefano, Tanya Poppleton (Director, Campus Safety), Fran Wdowczyk (Director, Business Development & Special Advisor to the CAO Operations and Special Projects), Larry Whatmore (Assistant Director, Business Operations)

Secretariat: Emma Thacker (UTSC Campus Council Secretary), Patrick McNeill

Regrets: Esmá Boztas, John Ramdeen, Sonja Nikkila, Danielle Skipp

OPEN SESSION

1. Chair's Remarks

The Chair, Ms. Grace Westcott, welcomed members and guests to the Council meeting. Ms Westcott provided an update on 2022 governance positions, noting the recent call for Community Member applications to the Campus Council and its Standing Committees. With the governance elections process now concluded, Ms Westcott announced that Professor Elaine Khoo (Centre for Teaching and Learning) and Professor Rachel Sturge (Department of Biological Sciences) had been elected to serve the Campus Council and would begin their three-year terms on July 1, 2022. Student election results would be announced in the first week of April.

2. Report of the Vice-President and Principal (For Information)

2a) Update: Service Excellence & Continuous Improvement Group

Principal Tettey invited Varsha Patel (Assistant Dean, Student Success) and Zoran Piljevic (Director, Information & Instructional Technology Services), co-Chairs of the Strategic Plan's Service Excellence & Continuous Improvement Group, to share a presentation regarding the initiative. The presentation provided the following highlights:

- People are at the center of an organization's philosophy, operations, and ideas.
- Group objectives:
 - Support effective and accountable delivery of services to the communities served;
 - Standardize service delivery across portfolios;
 - Find synergies and integrate services to enhance the end user experience;
 - Strengthen accountability for high quality service delivery.
- Examples of initiatives across the plan clusters:
 - Strengthen administrative capacity by ensuring the relevant competencies & staff complement are available to support the common mission and to drive process improvements and service delivery;
 - Establish a process for regular self-studies & external reviews of administrative units;
 - Implement a standardized project management approach that assesses project success factors (e.g., financial, timeline, outcomes) and demonstrates alignment with campus priorities;
 - Establish the 'Center for Service Excellence' and redesign the UTSC employee onboarding process.

In response to a member's question about how the various departments were working based on the cluster model, Ms Patel responded that through the consultations they had seen synergies and spaces for overlap and alignment among the clusters. A retreat was planned to continue the work. Mr. Piljevic added that they were working to standardize and formalize these synergies with a framework in place.

A member asked if student wellness initiatives had kept pace with campus growth. Ms Patel responded that the Health and Wellness portfolio had been expanded over the years to match enrolment and campus growth. Principal Tettey added that while the initiatives were ongoing, there had already been several successes, such as integrating AccessAbility Services and the Registrar's Office.

2b) Principal's Report

The Chair invited Principal Tettey to provide his Report. Principal Tettey reported on the following updates:

- The Office of Convocation had announced that spring ceremonies were planned to be held in-person at Convocation Hall. He encouraged members to keep an eye out for details over the coming months.

- Mr. Denham Jolly was an honorary degree recipient this year. Mr. Jolly was a philanthropist known to many in the Scarborough community. He had made an impact across the region, e.g., as founder of a Black radio network (FLOW 93.5). Mr. Jolly was also a teacher and publisher, among other accomplishments. Principal Tetley added that UTSC is proud that Mr. Jolly is a recipient, also highlighting the street bearing his name – Jolly Way.
- Principal Tetley offered a special word of gratitude to the Scarborough Campus Students' Union (SCSU) colleagues for organizing the successful inaugural ‘Lobby Week’ initiative. He had the opportunity to join several sessions to discuss areas of student interest and concern, and described the engagement as a reflection of UTSC’s value of embracing students as partners.
- A successful symposium titled ‘Partnership for Inclusive Health: Bridging the Equity Gap in the Eastern GTA’ (SAMIH symposium) occurred the week prior, and it was focused on inclusive health and addressing the health equity gap in the region, particularly in the context of the pandemic. The event was the second in a three-part series.
- He reported on U of T Entrepreneurship Week, noting the collaboration with Nobellum to establish a True Blue Accelerator Fund that would support students from Black communities and other equity deserving groups to successfully access the innovation and entrepreneurship ecosystems.

Principal Tetley invited several members of the Administration to provide a brief update.

Professor William Gough (Vice-Principal, Academic & Dean) reported that on February 28, 2022, the second wave of in-person offerings returned to campus, and that approximately 80% of offerings were in-person. A robust set of offerings were also planned for the summer session. The return to campus had been relatively smooth, and campus vendors were experiencing demand for services. Physical distancing requirements for outside the classroom had recently been removed. Some still had lingering concerns about the return to campus, noting that some had understandable concerns about long term impacts. He noted that for the pandemic recovery, resiliency would take many forms, and play out on different time scales. The Dean’s Office was giving careful thought to the short-term and longer-term needs of the academic community.

The Campus Curriculum Working Group, established as a response to the UTSC *Strategic Plan, Inspiring Inclusive Excellence*, was completing its work. The group provided a thorough examination of the campus-wide curriculum and its delivery, particularly from historically underrepresented perspectives. The group’s Report would be released in April 2022. Strategic Enrolment Management was also a priority of the UTSC *Strategic Plan*, and this explored the interconnectedness of systems and relationships on campus. He highlighted the development of an analytic tool which mapped students flow through their programs, and helped to inform departmental and campus level needs.

Mr. Andrew Arifuzzaman, (UTSC Chief Administrative Officer), reported on some operational updates, including air exchange systems and regular CO2 monitoring. Filters had been integrated across campus, including new HEPA filtration units in areas of high student congregation. Distancing and other standards were going through changes, and additional study areas were being opened. The University was directed to maintain the mask requirements throughout the rest of the term. Mask dispensers had been installed. There had been no reported outbreaks since the return to campus, with occasional cases of Omicron.

Sheila John (Acting Dean, Student Experience & Wellbeing) reported that with students back on campus, there was buzz that had been missed. Some levels of anxiety and uncertainty still remained, and the mental and physical health of students remained a priority. During the first weeks of students returning, students were assisted with wayfinding, also, UCheck student ambassadors had greeted students. Student services were open for in-person supports and activities (e.g., snowshoeing). An off-campus trip to Nathan Philips Square was offered for ice skating. Student groups and clubs had come back to campus, and the Winter Expo at Highland Hall saw over 400 students. These events were offering opportunities for students to engage and reconnect with their community. Residence had 700 students, and common areas had been reopened. Virtual services would also continue.

A member offered congratulations and thanks to the Administration for all their efforts and hard work through the pandemic.

A member asked about how the Health Minister's announcement would impact students. Mr. Arifuzzaman responded that the province's post-secondary sector took direction from the Chief Medical Officer of Health. There may be stand-alone policies developed by the individual institutions, but more information and direction was anticipated.

3. Institutional Operating Budget 2022-23 and the Long Range Budget Guidelines to 2026-27 (For Information)

The Chair informed members that the Budget Report was recommended for approval by the Planning & Budget Committee on February 28, 2022 and was presented today for information. She invited Provost Cheryl Regehr, and Mr. Jeff Lennon, Interim Assistant Vice-President, Planning & Budget, to address the Council. Highlights were provided as follows:

- the Long Range Budget Guidelines planned for a balanced budget in each of the five years; since 2006, the same budget model has been used;
- the total budgeted operating revenue for 2022-23 of \$3.23 billion was an increase of \$110 million over the previous year;
- continued shift in the balance of funding between tuition and provincial operating grants, with provincial support representing 20% of operating revenues;
- divisional plans included an average 3.5% revenue growth overall, but significant variation across divisions;
- total compensation for 2022-23 was projected at \$1.98 billion, including the cost of salary and benefit increases;
- just over \$1 billion was for compensation for faculty, librarian, sessional lecturers, teaching assistants and other academic staff;
- \$95 million was set as a provision for risk on the pension plan;
- Bill 124, Protecting a Sustainable Public Sector for Future Generations Act, 2019, continued to limit compensation increases for a three year period at 1%.
- tuition fees for out of province domestic students in all undergraduate programs would be increased by 3% in 2022-23;

- long-range plan assumed return to a 3% tuition framework starting in 2023-24 going forward for all domestic students;
- provincial funding to decrease from 20% to 18% by the end of the five-year plan;
- international tuition revenues made up 43% of the total operating budget with a slightly higher proportion of international student enrolment planned in the outer years;
- the University of Toronto received the lowest amount of per-student government funding among Canadian peer institutions, for example the University of Alberta receiving 63% to the U of T's 23% in 2019-20;
- Strategic Mandate Agreement 3 (2020 to 2025) was increasing the proportion of Provincial funding tied to metrics throughout the term of the agreement;
- fall 2021 saw total undergraduate enrollment, including both domestic and international students grow to just over 65,000, representing a slight variance of (205) students compared to the plan; intake in undergraduate programs was up by 11% compared to the previous year;
- indications of decreases in retention rates of upper year domestic students across a number of the direct entry programs; divisions were investigating the reasons behind the drop;
- the increase in international intake resulted in overall increase in enrollment of about 2.3% variance to plan.
- changes to provincial OSAP criteria introduced in 2019-20 required a larger contribution from parents and students with a household income of more than \$140,000 were no longer eligible for non-repayable support, resulting in a decrease in the number and proportion of students receiving OSAP support;
- \$331 million to be set aside for financial aid in 2022-23 which was a key priority in the Defy Gravity Campaign;
- divisions had earmarked 6% of international tuition revenue for international scholarships for undergraduate students;
- budget priorities focused on students included mental health service redesign and expanded counselling options, increased experiential learning and research experiences, the Climate Positive Campus plan, investments in undergraduate financial aid and graduate funding packages, innovations in embedding EDI (equity, diversity, and inclusion) principles into curriculum and program designs, and increased investment in the Sexual Violence Prevention & Support Centre;
- the University Fund, allocated a total of \$21.8 million to various priorities;
- academic divisional plans included hiring of tenure and teaching stream faculty, enhancement of student services, increased experiential learning, work-integrated learning, and research opportunities, introduction of several new academic programs, EDI initiatives, and allocations for capital projects;
- 31 capital projects were planned over the next five years with a total spend of \$4.6 billion, on all three campuses;
- the pension plan had a \$792 million plan surplus (on July 1, 2021) for the transfer to the new University Pension Plan [the "UPP"], although the University was responsible for any potential future deficits for 10 years so a pension plan contingency reserve would be built up over the planning period to mitigate against this risk;

- deferred maintenance funding remained a high priority with a long-term goal of increasing investment to 1.5% of the replacement value of facilities annually;
- no more than 5-10% of operating reserves would be approved for any portfolio.

A member asked about the impact of the budget on the community, and also the progress of hiring Black and Indigenous faculty. The Provost responded that the hiring was going very well, and that each year additional positions were made available, and that the Advisory Group continued to recommend more positions. In terms of the economic impact on our communities, U of T had a large impact – such as employment created around new buildings and residences, and the Dental Clinic which serviced 90K visits per year serving low-income families. Mr. Arifuzzaman also spoke to the impact of local capital projects and partnerships to promote local restaurants impacted by the pandemic.

A member asked if domestic student seats were displaced by international students. The Provost responded to clarify that domestic student seats were capped by the provincial government at both the undergraduate and graduate level, and so there was no displacement.

4. Operating Plans and Fees: Service Ancillaries, UTSC (For Recommendation)

The Chair invited Mr. Andrew Arifuzzaman to introduce the item. Mr. Arifuzzaman reminded members of the University's four financial objectives – to operate without subsidy from the University's operating budget; to provide for all costs of capital renewal including deferred maintenance; to create and maintain an operating reserve; and to contribute net revenues to the operating budget. The proposed budgets for the 2022-23 year assumed that on-campus activity returned to pre-pandemic levels.

Mr. Andrew Arifuzzaman presented on behalf of Mr. Greg Hum (Director, Housing & Residence Life), noting the proposed fee increases for 2022/23 and highlighted several key accomplishments from the 'Student Housing and Residence Life' ancillary unit, which included: increased occupancy from 20% (20/21) to 97% (21/22); launched Residence First-Year Learning Communities in partnership with Student Life; completed important facilities maintenance; and ensured health & safety during the global pandemic. Ms Fran Wdowczyk (Director, Business Development & Special Advisor to the CAO Operations and Special Projects) provided an overview of the 'Retail and Conference Services' and 'Food and Beverage Services' ancillary budgets and highlighted several accomplishments which included: provided a virtual camp and doubled registration from 2020; maintained film shoot revenues; staffed University welcome desks and provided campus wide support during lockdown e.g., set up vaccine clinic; enhanced student meal experiences through community partnerships (Summer Grocery Program). Ms Tanya Poppleton (Director, Campus Safety), highlighted the current plans of the 'Parking Services' ancillaries' unit. This included an overview of the proposed 'Retail and Parking Commons' capital project, and the 2022/23 proposed parking permit fee increases (10%). Members had no questions.

On motion duly made, seconded, and carried,

YOUR COMMITTEE RECOMMENDED,

THAT the 2022-23 operating plans and budgets for the UTSC Service Ancillaries, as summarized in Schedule 1; the Service Ancillary capital budgets as summarized in Schedule 5; and the rates and fees

in Schedule 6, as presented in the Service Ancillary Report on Operating Plans dated January 04, 2022, be approved effective May 1, 2022.

5. Operating Plans and Fees: UTSC Office of Student Experience and Wellbeing

5a) Advice from the Council on Student Services (CSS) (For Information)

5b) Operating Plans and Fees: Office of Student Experience and Wellbeing (For Recommendation)

The Chair reminded members that while motions for this item were separated out for transparency, the motions were an interconnected plan and would be considered with one vote. Ms. Sheila John introduced the item and provided an overview of the CSS priorities and themes for 2022-23, which included: supporting the campus Strategic Plan; supporting accessible, inclusive and safe community; building a community of belonging for all students; implementing Healthy Campus with an emphasis on mental health; and supporting academic and career transition success for all students. She discussed the robust process to approve the operating plan, which is governed by the Protocol on Non-Tuition Fees.

Ms Nadia Rosemond (Assistant Dean - Co-Curricular Engagement & Student Leadership) reported a unanimous recommendation from the CSS on the overall proposed fee decreases (\$1.79 for full-time, and \$0.36 for part-time). She added that the decrease factored in an increase to the Health & Wellness Service Fee, which included the addition of an Health and Wellness counsellor position. The overall decrease was made feasible due to a changed student experience and wellbeing landscape brought about by the pandemic. Members had no questions.

On motion duly made, seconded, and carried,

YOUR COMMITTEE RECOMMENDED,

THAT, the 2022-23 operating plans and budgets for the UTSC Student Experience and Wellbeing (including the Health & Wellness Centre, Athletics & Recreation, Career Services, Academic Support, Student Buildings and Other Student Services), as presented in the documentation from Mr. Desmond Pouyat, Dean of Student Experience and Wellbeing, be approved; and

THAT, the sessional Health & Wellness Service Fee for a UTSC-registered or UTSC- affiliated full-time student be increased to \$79.35 per full-time student per session (\$15.87 per part-time student per session); which represents a year over year increase of 2.12% (\$1.65 for full-time student; \$0.33 for part-time student);

THAT, the sessional Athletics and Recreation Fee for a UTSC-registered or UTSC- affiliated full-time student be decreased to \$144.51 per full-time student per session (\$28.90 per part-time student per session); which represents a year over year decrease of 1.89% (\$2.78 for full-time student; \$0.56 for part-time student);

THAT, the sessional Career Services Fee for a UTSC-registered or UTSC- affiliated full-time student be increased to \$90.64 per full-time student per session (\$18.13 per part-time student per session); which represents a year over year increase of 1.71% (\$1.52 for full-time student; \$0.31 for part-time student);

THAT, the sessional Academic Support Fee for a UTSC-registered or UTSC- affiliated full-time student be decreased to \$53.45 per full-time student per session (\$10.69 per part-time student per session); which represents a year over year decrease of 0.21% (\$0.11 for full-time student; \$0.02 for part-time student);

THAT, the sessional Student Buildings Fee for a UTSC-registered or UTSC- affiliated full-time student be decreased to \$32.42 per full-time student per session (\$6.48 per part-time student per session); which represents a year over year decrease of 6.35% (\$2.20 for full-time student; \$0.44 for part-time student);

THAT, the sessional Other Student Services Fee for a UTSC-registered or UTSC- affiliated full-time student be increased to \$20.35 per full-time student per session (\$4.07 per part-time student per session); which represents a year over year increase of 0.64% (\$0.13 for full-time student; \$0.03 for part-time student).

6. Compulsory Non-Academic Incidental Fees: UTSC Student Societies - Proposals for Fee Increases (For Recommendation)

Ms. Sheila John introduced the proposal and invited Ms Nadia Rosemond to present the item. Ms Rosemond explained the University's assumed obligations to students and the oversight role of the Office of the Vice-Provost, Students. She reported that the fee changes requested by the Scarborough Campus Students' Union (SCSU) were subject to the Policy for Compulsory Non-Academic Incidental Fees and the Policy on Ancillary Fees. Members had no questions.

On motion duly made, seconded, and carried,

YOUR COMMITTEE RECOMMENDED,

THAT, beginning in the Summer 2022 session, the Scarborough Campus Students' Union (SCSU) fee be modified as follows: (a) an increase of \$7.37 per session (\$1.48 part-time) in the UTSC Sports & Recreation Complex Levy portion of the fee;

THAT, beginning in the Fall 2022 session, the SCSU fee be modified as follows: (a) an increase of \$1.45 per session (\$0.09 part-time) in the society portion of the fee, (b) an increase of \$2.17 per session (\$0.65 part-time) in the Student Centre portion of the fee, (c) an increase of \$0.40 per session (full-time only) in the Canadian Federation of Students (CFS) portion of the fee, and (d) continuation of the WUSC Program portion of the fee through the 2022-23 academic period; and

subject to confirmation of approval of the following fee change proposals by the SCSU Board of Directors,

THAT, beginning in the Fall 2022 session, the SCSU fee be modified as follows: (a) an increase of up to \$8.56 per Fall and Winter sessions (full-time only) in the Health Plan portion of the fee, (b) an increase of up to \$11.44 per Fall and Winter sessions (full-time only) in the Dental Plan portion of the fee.

If approved, the total Fall/Winter SCSU fee will be up to \$499.93 per session (\$53.62 part-time), charged to all UTSC undergraduate students.

7. Report of the Previous Meeting: Report Number 51 – January 26, 2022

The report of the previous meeting was approved.

8. Business Arising from the Report of the Previous Meeting

There was no business arising from the report of the previous meeting.

9. Reports for Information

9a) Report Number 52 of the UTSC Agenda Committee (February 28, 2022)

9b) Report Number 55 of the UTSC Academic Affairs Committee (February 9, 2022)

9c) Report Number 47 of the UTSC Campus Affairs Committee (February 10, 2022)

10. Date of Next Meeting – April 26, 2022 at 1:10 p.m.

The Chair advised members that the Committee would meet again on Tuesday, April 26, 2022 at 1:10 p.m.

11. Question Period

Members had no questions for the administration.

12. Other Business

Members had no other business.

The meeting adjourned at 6:15 p.m.

Secretary

Chair

March 15, 2022