

# UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

MAY 27, 2019

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on May 27, 2019 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Nykolaj Kuryluk, Chair  
Mohan Matthen, Vice-Chair  
Amrita Daniere, Acting Vice-President &  
Principal  
Saher Fazilat, Chief Administrative Officer  
Melinda Ann Callahan  
Ivana Di Millo  
Robert Gerlai  
Simon Gilmartin  
Shelley Hawrychuk  
Teresa Lobalsamo  
Jay Nirula  
Steven Short  
Kayla Sousa  
Laura Taylor  
Ziyaad Vahed  
Samra Zafar

**Regrets:**  
Arjan Banerjee  
Hassaan Basit  
Usman Chadhar  
Dario Di Censo  
Joseph Leydon  
Lisa Petrelli  
Maya Tomkiewicz  
Douglas Varty

***In Attendance:***

Sandy Welsh, Vice-Provost, Students  
Cristina Amon, Dean, Faculty of Applied Science and Engineering  
Atif Abdullah, President, UTMSU  
Miguel Cabral, Vice-President University Affairs, UTMSU  
Vicky Jezierski, Director, Hospitality & Retail Operations  
Brian Kennedy, Financial Manager, Student Housing and Residence Life  
Lorretta Neebar, Registrar & Director of Enrolment Management  
Mark Overton, Dean, Student Affairs  
Munib Sajaad, Executive Director, UTMSU  
Jane Stirling, Executive Director, Communications

**Secretariat:**

Cindy Ferencz Hammond, Assistant Secretary of the Governing Council  
Alexandra Di Blasio, Governance Coordinator, UTM

The meeting began *in camera*.

**1. Appointments: 2019-20 University of Toronto Mississauga Campus Council Members' Standing Committee Assignments**

On motion duly moved, seconded and carried,

## YOUR COMMITTEE APPROVED

That the recommended appointments of members of the UTM Campus Council to the Standing Committees and related leadership roles, as recommended by the Nominating Committee, and as specified in the documentation dated May 17, 2019, be approved for one year terms, effective July 1, 2019.

The Council moved into open session.

## 2. Chair's Remarks

The Chair welcomed members and guests to the last meeting of the academic year. He thanked members for their continued interest in governance and for their valuable advice and oversight to administrators on matters of importance to UTM.

## 3. Major Capital Projects Report

The Chair invited Ms Saher Fazilat, Chief Administrative Officer, to provide an overview<sup>1</sup> of major capital projects at UTM. The presentation highlighted the following projects:

- *Greenhouse Gas Reduction Project (GGRP)*(Level 2): Encompassed several sustainability projects in a 15-month period. Changes implemented under the GGRP include:
  - HVAC replacements in Davis, Kaneff, RAWC, and HVAC optimization in CCT
  - Central Utilities Plant boiler upgrade
  - Lighting upgrades in Davis
  - Installation of real-time energy dashboards in IB, as tracking usage in real time encourages greatly energy conservation
- *New North* (Level 3): Completed within budget and was a candidate for LEED Gold certification. The building featured over 500 study spaces and a special event space, and housed six academic departments, the Robert Gillespie Academic Skills Centre and Facilities, Management and Planning.
- *Meeting Place* (Level 3): The main seating area was operational in February 2019. Construction was yet to be completed in the food service area and a ceiling installation was in progress.
- *Science Building* (Level 3): One of the largest capital projects at UofT, the building would have a 24-30 month construction period and was projected to be operational by 2022. A geothermal bore field would be constructed underneath the building. The project

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<sup>1</sup> A copy of the presentation is attached as attachment A.

would target LEED Gold certification as it was projected to be the most energy efficient laboratory building in Canada. The building would house the following areas:

- Centre for Medicinal Chemistry
- UTM Wet Research laboratories
- Offices for Chemical and Physical Sciences, Biology and Forensic Sciences
- Research Computing Data Centre
- Facilities Support Space

Ms Fazilat noted the installation of electric car chargers in parking lot 8 as an additional sustainability effort that was introduced to campus but not funded under the GGRP. Each station was free to use for the first 4 hours, after which users were charged \$5 per hour for continued use.

In response to a member's question about the implications of a LEED Gold certification, Ms Fazilat explained that much of the benefit is provided through the operating costs of the building due to energy savings.

#### **4. Report of the Vice-President & Principal**

Professor Amrita Daniere began her report with an update on temporary changes in academic leadership roles at UTM, which included her role as the Acting Vice-President & Principal until September 3, 2019 while Professor Ulli Krull was on leave. She stated that Professor Angela Lange would be Acting Vice-Principal, Academic & Dean during the same timeframe.

She then discussed Indigenous initiatives at UTM, and stated that the report of the Indigenous Initiatives Task Force was completed and would be posted online in the near future. The report provided recommendations regarding priority areas of investment as a response to the findings of the *Final Report of the Steering Committee for the University of Toronto Response to the Truth and Reconciliation Commission of Canada*. Recommendations included the introduction of an Indigenous Initiatives Office at the St. George campus and the creation of interior and exterior spaces on campus conducive to Indigenous activities and customs. In a recent meeting with the Mississaugas of the Credit First Nation, future initiatives were discussed and a name for the New North building was proposed. Professor Daniere further reported that two departments had requested Indigenous faculty hires for next year and two additional Indigenous staff positions would be funded. The campus wished to provide office space for the Mississaugas of the Credit First Nation in the near future.

Professor Daniere provided an update on the Arts, Culture and Technology (ACT) building and noted that many meetings had occurred in which space priorities were identified based on student and academic needs. She indicated that the areas of Robotics, Computer Science and the Institute for Communication, Culture, Information & Technology experienced steady growth over the last five years, and space plans in the ACT building would accommodate this continued growth. In addition to classrooms and computer labs, the building would house a cinema-style classroom, a custom-designed space for the Blackwood Gallery, an Indigenous Centre, and would be a possible location for a campus restaurant that would be open to the public.

Next, Professor Daniere discussed Provincial Government funding, which would be heavily tied to performance-based metrics, such as graduation rates, external grants and experiential education opportunities. Since UTM had identified some of the proposed metrics as priority areas of investment in the *Academic Plan*, efforts had been underway to advance these areas prior to the announcement of the new funding framework.

Professor Daniere advised members that a self-declared illness form would be piloted in the Department of English & Drama and the Department of Psychology during the summer term. Students reported a high degree of stress associated with producing doctors' notes in a timely fashion to support claims of illness. The self-declared illness form was created as a means to reduce stress, as it would allow students unable to submit coursework for personal reasons to self-declare illness for a period of three consecutive days in the absence of a doctor's note. Students would be able to use the form a maximum of two times per course per semester and the form could not be used in support of final exam absences. Professor Daniere stated that University of Toronto Scarborough introduced this type of policy on a pilot basis during the 2018-19 academic year, which yielded positive results.

During the discussion, it was noted that data pertaining to the use of self-declared illness forms would be collected and analyzed to better understand patterns of use. Students enrolled in courses that were part of the pilot project would be notified via e-mail and information would be provided in the course syllabus.

Lastly, Professor Daniere discussed the academic advising pilot project that would launch in the summer through the Office of the Registrar, which would identify students who faced academic program misalignment and pursue peer and personalized advising outreach to assist with future academic planning. The pilot project would focus on students that neared completion of their first year of studies at UTM.

##### **5. Establishment of an Extra-Departmental Unit C (EDU:C): Centre for Child Development, Mental Health, and Policy**

The Chair then invited Professor Amrita Daniere, Acting Vice-President & Principal, to present the item. Professor Daniere stated that the Centre for Child Development, Mental Health, and Policy (CCDMHP) would address mental health challenges in children and youth, which, when left untreated, negatively impacted families, institutions, and society as a whole. In accordance with the goal to establish close ties to practice and policy, the CCDMHP maintained relationships with community partners, and would disseminate research findings to community practitioners. Given the focus on practice, the CCDMHP would provide experiential learning opportunities for undergraduate students through collaborative interactions with community partners. The proposed EDU had received wide support from faculty across academic departments at UTM, garnered tri-campus interest as well as the attention of local community organizations. Professor Daniere noted that the proposal received an enthusiastic response by senior administration, as mental health research had been identified as a priority.

Members expressed enthusiasm for the research collaborations facilitated by the proposed EDU and noted the importance of mental health support.

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the proposed establishment of the Centre for Child Development, Mental Health, and Policy as an Extra-Departmental Unit C (EDU:C), dated April 15, 2019, be approved, effective July 1, 2019.

#### **6. Establishment of an Extra-Departmental Unit C (EDU:C): Centre for Medicinal Chemistry**

The Chair invited Professor Amrita Daniere, Acting Vice-President & Principal, to present the item. Professor Daniere explained that the Centre for Medicinal Chemistry (CMC) would focus on the creation of chemical compounds for drug discovery. Researchers would analyze the distribution and metabolization of chemical compounds within the body with the goal to identify disease-fighting compounds that would appeal to pharmaceutical companies. The CMC maintained relationships with academic departments across the University, several hospitals, including Trillium Hospital and McMaster Children's Hospital, and numerous pharmaceutical companies. The proposed EDU would formalize structures developed in the 5-year pilot project, and would introduce opportunities for work-integrated learning opportunities and research opportunity program offerings for undergraduate students, as well as graduate-level training.

During the discussion, it was noted that UTM had the facility to enable commercialization of drug discoveries made by the CMC.

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT, subject to confirmation by the Executive Committee,

THAT the proposed establishment of the Centre for Medicinal Chemistry (CMC) as an Extra Departmental Unit C (EDU:C), dated April 20, 2019, be approved, effective July 1, 2019.

#### **7. Establishment of UTMSU as a Representative Student Committee**

The Chair invited Professor Sandy Welsh, Vice-Provost, Students, to present the item. Professor Welsh stated that the University of Toronto currently had 45 student societies. The *Policy for Compulsory Non-Academic Incidental Fees* defined a student society as, "an organization on whose behalf the University collects a compulsory non-academic incidental fee, in which membership is automatic and determined by registration in a particular division or program, or in one of a number of divisions or programs of the University of Toronto." She noted that a few student societies had special status, derived from the authority that existed in the *University of Toronto Act* for the University to recognize a representative committee of the students, to act as the voice of the students in dealing with the University. Pursuant to this authority, several broad representative committees were recognized by the University: University of Toronto Students'

Union, Scarborough Campus Students' Union, University of Toronto Graduate Students' Union (UTGSU), and Association of Part-Time Undergraduate Students (APUS). Each one was a representative committee with a broadly-based constituency. Currently, UTM full-time undergraduate students were represented by the University of Toronto Students' Union for this purpose.

Over the years, there had been calls to consider UTMSU a Representative Student Committee, especially since the establishment of the Scarborough Campus Students' Union (SCSU) as the representative student committee for UTSC full-time undergraduate students, and the change in campus governance structure. Given the growth at UTM and the establishment of the tri-structure system – one University, three campuses – it was appropriate that UTMSU become the Representative Student Committee for UTM full-time undergraduate students. The University recognized that the UTMSU had operated in a similar fashion to a Representative Student Committee, and the initiative undertaken is a formalization of what had occurred in practice. The proposal would not change the fees or the representative student committees for part-time students or graduate students. These students would continue to be represented by APUS and the UTGSU, respectively.

The establishment of UTMSU as the Representative Student Committee for UTM full-time undergraduate students and the subsequent realignment of the fees was proposed and had been endorsed by UTSU and UTMSU members at their respective Annual General Meetings. The administration also endorsed the proposal. In terms of fees, UTM full-time undergraduate students currently paid fees to both UTSU and UTMSU. Should the proposal be accepted, the fees paid to UTSU would now be paid to UTMSU. The total amount of the fees would not change.

Professor Welsh noted one condition that pertained to the motion regarding the 'Protocol'. The University was required to have in place an agreement with the minimum number of student governments, which, when viewed in combination, represented all students. The Protocol set out the means by which students would be involved in decisions to increase the existing compulsory non-tuition-related ancillary fees or to introduce new fees of this nature. At the time this requirement was put into place, the student governments that represented all students were the University of Toronto Students' Union, the Graduate Students' Union, and the Association of Part-Time Undergraduate Students. In order to ensure compliance with Ministry requirements that pertained to the Protocol, UTM full-time undergraduate students would continue to be represented by UTSU for the purpose of the Protocol, just as UTSU continued to represent SCSU full-time undergraduate students for this purpose. This would not change the membership of Quality Service to Students Council (QSS) and UTMSU would continue to remain a member of QSS.

Professor Welsh reiterated that there would be no change in fee structure for part-time students, as they would continue to pay fees to both APUS and UTMSU. She indicated that the fee paid to APUS included health and dental insurance coverage, while the fee paid to UTMSU included campus-specific services, such as the Blink Duck Pub and the food bank.

On motion duly moved, seconded, and carried

## YOUR COMMITTEE RECOMMENDED

THAT University of Toronto Mississauga Students' Union (UTMSU) be recognized as the Representative Student Committee and primary representative body of full-time undergraduate students registered at the University of Toronto Mississauga (UTM); and

THAT the Governing Council cease its recognition of the University of Toronto Students' Union (formerly operating as the Students' Administrative Council) as the Representative Student Committee of full-time undergraduate students registered at the University of Toronto Mississauga;

Subject to the following condition and expectation:

that for the purposes of the Memorandum of Agreement between the University of Toronto, the Students' Administrative Council, the Graduate Students' Union and the Association of Part-Time Undergraduate Students for a Long-Term Protocol on the Increase or Introduction of Compulsory Non-Tuition Related Fees (the "Protocol"), the Students' Administrative Council shall continue to represent full-time undergraduate students registered at the University of Toronto Mississauga until such a time as a new or revised Protocol is approved.

### **8. Report of the Advisory Committee on Alternative Funding Sources**

The Chair invited Professor Cristina Amon, Dean, Faculty of Applied Science and Engineering, to present<sup>2</sup> on the report of the Alternative Funding Sources Advisory Group (AFSAG). The report provided 16 recommendations for opportunities for revenue generation through the introduction of new revenue sources and expansion of existing sources, which would reduce reliance on traditional sources of revenue. She stated that, as government contributions to higher education decreased, financial pressures increased as portions of revenue from provincial operating grants declined and constraints were imposed on tuition. The AFSAG, which was comprised of five sub-groups, engaged in extensive research and consultation with the University community and peer institutions. Professor Amon highlighted recommendations in the following categories:

#### *Knowledge*

- Expand of learning opportunities by responding to the needs of learners of all ages through increased offerings of continuing education courses, skills upgrades and online learning offerings;
- Expand multi-disciplinary research to meet complex challenges, increase impact and attract investment from governments, industry and philanthropy; and
- Increase international and multi-national industry partnerships through research contracts, grants and philanthropy.

#### *Real Estate & Physical Structure*

- Endorse and expand Four Corner Strategy as a tri-campus real estate strategy; and

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<sup>2</sup> A copy of the presentation is attached as Attachment B.

- Expansion of partnerships for utilization of research facilities which would generate service fees, offset operating costs and enable upgrades

#### *Financial Resources*

- Strengthen budget model and leverage reserves through optimization of returns on short-term investments and increased engagement in medium and long term investments to yield higher rates of return

She encouraged members and the UTM community to provide their feedback on the report by navigating to the following website: <https://forms.provost.utoronto.ca/afs/>

In response to a member's question about opportunities for revenue generation through knowledge dissemination, Professor Amon indicated that individual divisions would assess if opportunities to offer specialized programs existed in their areas, and how their existing expertise would assist to expand offerings. She noted that, while new opportunities may require some degree of financial investment, not every opportunity would require employment of additional personnel.

### **CONSENT AGENDA**

On motion duly moved, seconded, and carried

#### **YOUR COMMITTEE APPROVED**

THAT the consent agenda be adopted and that Item 11 – Report of the Previous meeting, be approved.

### **9. Report on UTM Capital Projects – as at February 28, 2019**

#### **10. Reports for Information**

- a. Report 36 of the Agenda Committee (May 15, 2019)
- b. Report 35 of the Campus Affairs Committee (May 2, 2019)
- c. Report 32 of the Academic Affairs Committee (May 6, 2019)

### **11. Report of the Previous Meeting: Report 35 of the UTM Campus Council, April 15, 2019**

Report number 35, dated April 15, 2019, was approved.

### **12. Business Arising from the Report of the Previous Meeting**

### **13. Date of the Next Meeting – Wednesday, June 19, 2019 at 4:10 p.m.**

The Chair reminded members that the next meeting of the Council was scheduled for Wednesday, June 19, 2019 at 4:10 p.m., which was a reserve date that likely would not be required. He advised that the Secretariat would provide notice if the reserve meeting dates were

to be cancelled.

#### **14. Question Period**

There were no questions.

#### **15. Other Business**

Ms Cindy Ferencz Hammond, Assistant Secretary of the Governing Council, and Professor Amrita Daniere, Acting Vice-President & Principal, recognized the outgoing Chair, Nick Kuryluk, and formally thanked him for his many contributions to governance during his nine-year tenure on the Governing Council and its Boards, Councils and Committees. A Chair was presented to Nykolaj F. Kuryluk in recognition of exemplary service and leadership as Vice-Chair of the UTM Campus Affairs Committee from 2013 to 2015, as Vice-Chair of the UTM Campus Council from 2015 to 2017 and as Chair of the UTM Campus Council from 2017 to 2019.

The meeting adjourned 5:54 p.m.

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Secretary  
June 3, 2019

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Chair

# UTM MAJOR CAPITAL PROJECTS: Status Report

UTM Campus Council  
May 27, 2019

# Major Capital Projects

- **Level 2 ( \$5-20 Million)**
  - **Greenhouse Gas Reduction Program (GGRP)**
- **Level 3 ( \$20+ Million)**
  - **New North**
  - **Davis Building**
  - **Science Building**



# LEVEL 2 PROJECTS

# GGRP- Greenhouse Gas Reduction Program

## Project status:

- ❑ Governing Council Approval - Dec 14, 2017
- ❑ Completion by March 31<sup>st</sup>, 2019
- ❑ Ambitious 15month construction window

## Project categories:

### HVAC retrofits

- ❑ CUP Boilers upgrade *(complete)*
- ❑ Davis BC Block HVAC replacement *(complete)*
- ❑ Kaneff HVAC replacement *(completion by May)*
- ❑ RAWC HVAC and Boiler replacement *(completion by June)*
- ❑ CCT HVAC optimization *(complete)*



# GGRP - Greenhouse Gas Reduction Program

## Project categories:

### Renewable energy & engagement

- ❑ RAWC Solar System *(completion by June)*
- ❑ P8 Parking Lot EV Chargers *(complete)*
- ❑ Real-time energy dashboards *(complete)*

### Lighting upgrades

- ❑ Davis lighting retrofit *(complete)*



# LEVEL 3 PROJECTS



# NEW NORTH

## Project status:

- ❑ Design-build: Stuart Olson/Perkins Will
- ❑ 10,250 NASM (220,600 gross square feet)
- ❑ On budget
- ❑ LEED Gold Candidate
- ❑ Full occupancy & Substantial completion
- ❑ Work on deficiencies and landscaping in progress

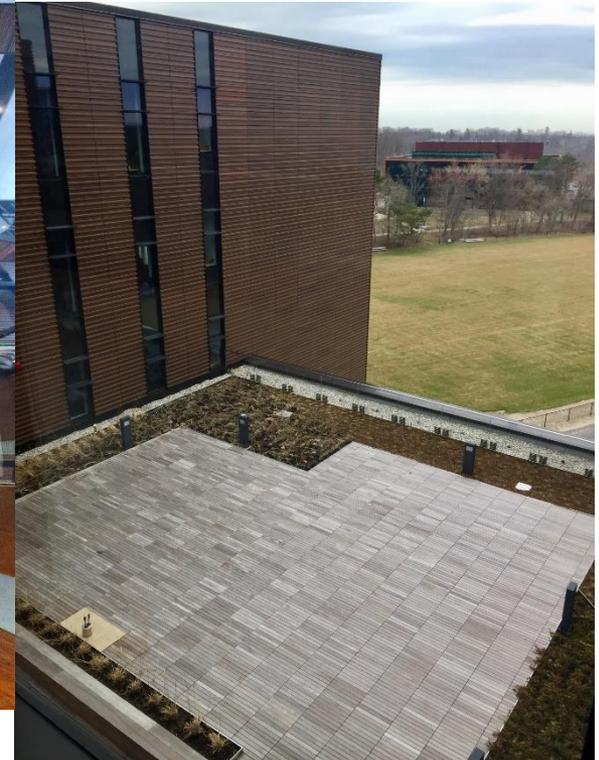
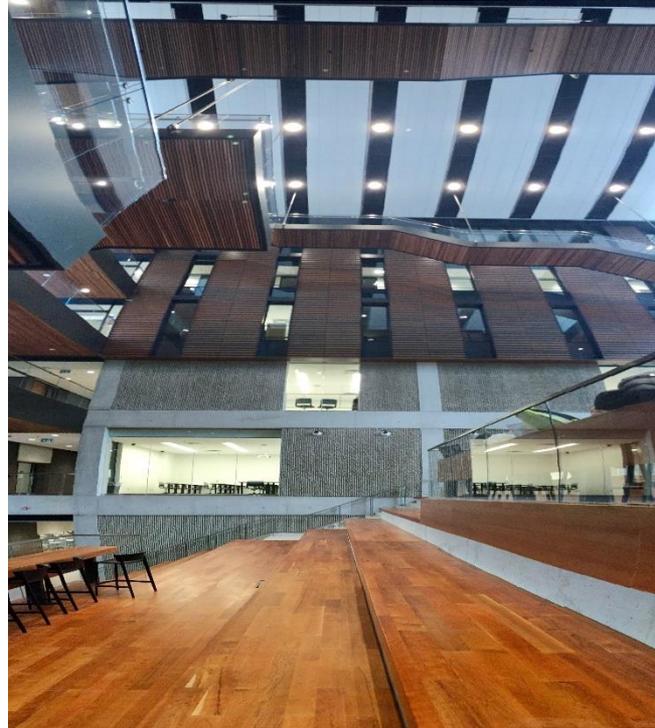
# NEW NORTH

- ❑ All six academic departments have moved in
  - ❑ Political Science
  - ❑ Sociology
  - ❑ English & Drama
  - ❑ Philosophy
  - ❑ Language Studies
  - ❑ Historical Studies
- ❑ RGASC relocated from the HMALC
- ❑ Facilities Management & Planning
- ❑ All classrooms are operational
- ❑ Over 500 Study Spaces opened
- ❑ Special Event Space

# NORTH BUILDING PHASE 2

All six academic departments have moved in

- ❑ Political Science
- ❑ Sociology
- ❑ English & Drama
- ❑ Philosophy
- ❑ Language Studies
- ❑ Historical Studies

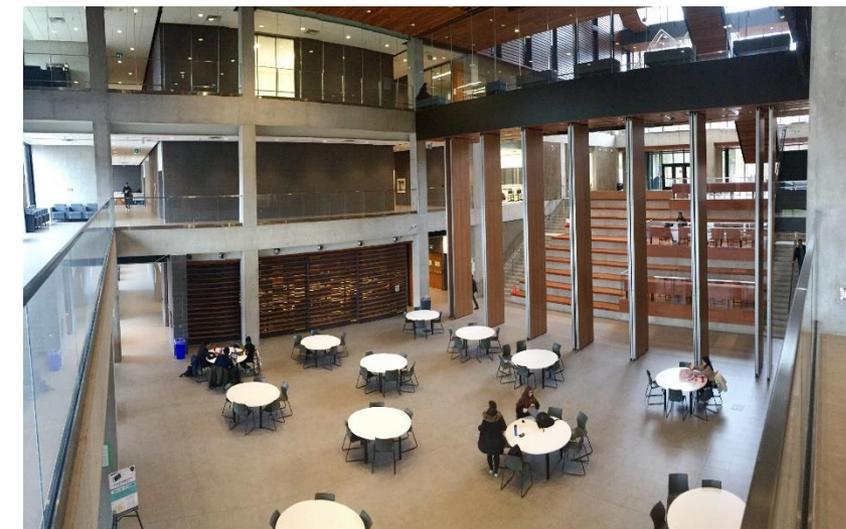




RGASC relocated from the HMALC



Classrooms Operational



Special Event Space Operational



New study spaces - over 500 seats

# MEETING PLACE

## Project status:

- ❑ Governance Approval - Oct 26, 2017
- ❑ Design Architect - Moriyama/Teshima
- ❑ General Contractor - Aquicon
  
- ❑ Construction - In progress
- ❑ Main seating area (old meeting place)  
- Operational
- ❑ Food Preparation - June 2019
- ❑ Full Occupancy - Fall 2019





Governance Approval - Oct 26, 2017



Main Seating Area (old Meeting Place) - Operational



Food Servery - June 2019



# SCIENCE BUILDING





# SCIENCE BUILDING

## Project summary:

- ❑ One of the largest Capital Projects at UofT
- ❑ 15,500 gsm (166,600 gross square feet)
- ❑ Architect - Kieran Timberlake

## Building focus:

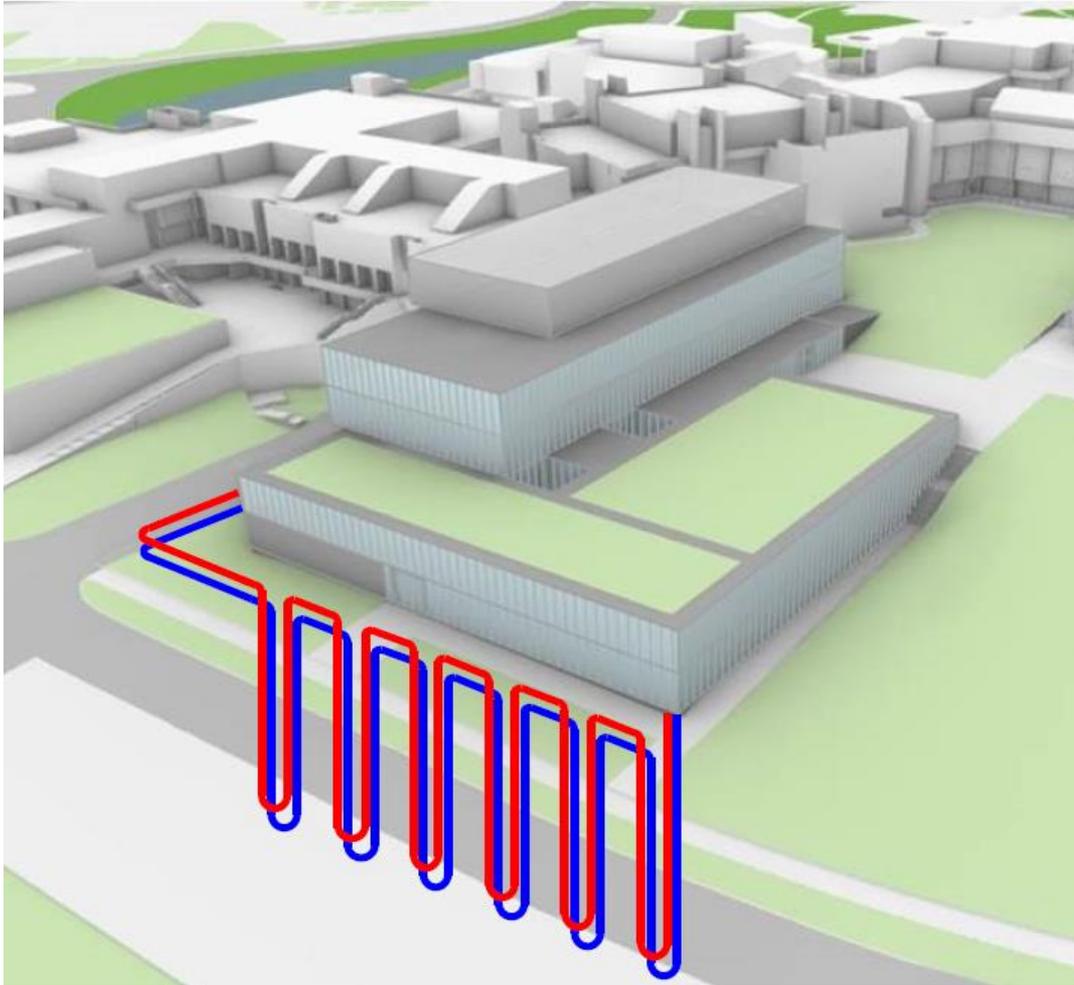
- ❑ Centre for Medicinal Chemistry
- ❑ UTM Wet Research laboratories
- ❑ Offices for CPS/BIO/Forensic Sciences
- ❑ Research Computing Data Centre
- ❑ Facilities Support Space

## Project status:

- ❑ Governance Approval - December 14, 2017
- ❑ Architect Award - March 2018
- ❑ Design Progress - Summer/Fall 2018 (in progress)
- ❑ Contract Document Preparation - Winter/Spring 2019 (in progress)
- ❑ SPA application submitted to the City - January 2019
- ❑ Construction Contract Award - late Fall 2019 (target)
- ❑ Occupancy Target - December 2021 (target)

# SCIENCE BUILDING

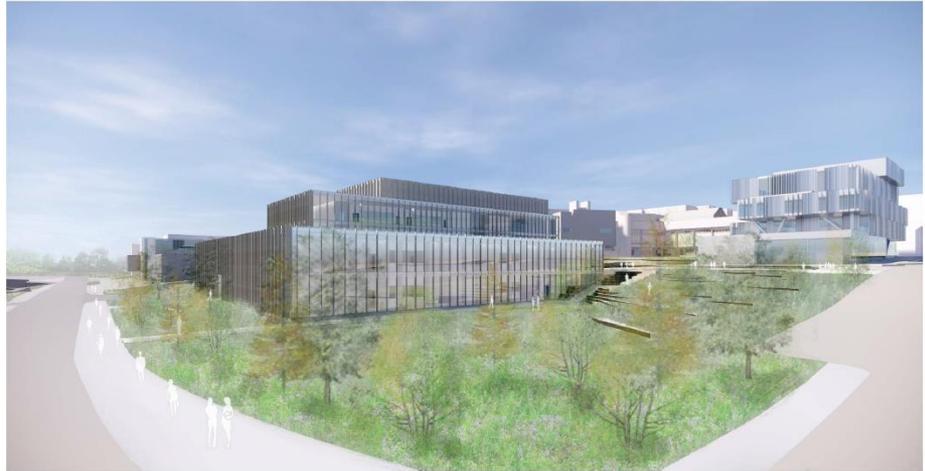
## Geothermal bore field underneath Science Building



### Sustainability Facts:

- NSB can achieve 65% reduction in energy intensity and 89% reduction in equivalent GHG emissions relative to ASHRAE 90.1 baseline
- Targeted **LEED Gold** certification
- Potential for **Zero Carbon Building** Certification from CaGBC

# SCIENCE BUILDING



Establishment of the  
University of Toronto Mississauga Students' Union  
as a  
Representative Student Committee

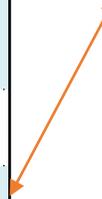
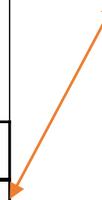
# Fees Paid by Full-Time Undergraduate Students at UTM

## Current Fee Structure

## Representative Student Committee

University of Toronto Mississauga Students' Union	Fall 2019
	Full-time
Society Fee	15.20
Academic Societies	1.10
Blind Duck Pub (refundable)	3.25
Club Funding & Resources	1.26
Food Bank	0.60
On-Campus First Aid Emergency Response	0.57
Student Centre Levy	12.50
Student Refugee Program	1.19
Mississauga Transit U-Pass	125.13
<b>TOTAL</b>	<b>\$ 160.80</b>

University of Toronto Students' Union (Mississauga Fees)	Fall 2019
	Full-time
Society Fee	19.48
Blue Sky Solar Racing Team (refundable)	0.13
Canadian Federation of Students (CFS) & CFS-Ontario	8.21
Centre for Women and Trans People (refundable)	0.50
Day Care Subsidy (refundable)	0.50
Downtown Legal Services (refundable)	1.10
Foster Children Program	0.05
Health Initiatives in Developing Countries (refundable)	0.25
Orientation (refundable)	0.50
Radical Roots (refundable)	0.15
Student Refugee Program	0.74
UTM Sexual Education Centre (refundable)	1.00
UTM Women's Centre (refundable)	1.00
Wheelchair Accessibility Projects	1.00
U of T Environmental Resource Network (refundable)	0.50
Accident & Prescription Drug Insurance Plan	102.09
Dental Plan	85.34
<b>TOTAL</b>	<b>\$ 222.54</b>



# Fees Paid by Full-Time Undergraduate Students at UTM

## Revised Fee Structure

**University of Toronto Mississauga  
Students' Union**  
Representative Student Committee

Society Fee	34.68
Academic Societies	1.10
Blind Duck Pub (refundable)	3.25
Club Funding & Resources	1.26
Food Bank	0.60
On-Campus First Aid Emergency Response	0.57
Student Centre Levy	12.50
Mississauga Transit U-Pass	125.13
Student Refugee Program	1.93
Blue Sky Solar Racing Team (refundable)	0.13
Canadian Federation of Students (CFS) & CFS-Ontario	8.21
Centre for Women and Trans People (refundable)	0.50
Day Care Subsidy (refundable)	0.50
Downtown Legal Services (refundable)	1.10
Foster Children Program	0.05
Health Initiatives in Developing Countries (refundable)	0.25
Orientation (refundable)	0.50
Radical Roots (refundable)	0.15
UTM Sexual Education Centre (refundable)	1.00
UTM Women's Centre (refundable)	1.00
Wheelchair Accessibility Projects	1.00
U of T Environmental Resource Network (refundable)	0.50
Accident & Prescription Drug Insurance Plan	102.09
Dental Plan	85.34

Total Fee Paid  
to UTMSU  
**\$383.34**

# Fees Paid by Part-Time Undergraduate Students at UTM

(no change to fee structure or Representative Student Committee)

## Representative Student Committee

Association of Part-time Undergraduate Students (APUS)	Fall 2019
	Part-time
Society Fee	13.65
Canadian Federation of Students (CFS) & CFS-Ontario	4.10
Ontario Public Interest Research Group (refundable)	0.50
Accident & Prescription Drug Insurance Plan	72.19
Dental Plan	60.24
<b>TOTAL</b>	<b>\$ 150.68</b>

University of Toronto Mississauga Students' Union (UTMSU)	Fall 2019
	Part-time
Society Fee	1.13
Academic Societies	1.10
Blind Duck Pub (refundable)	3.25
Club Funding & Resources	1.26
Food Bank	0.60
On-Campus First Aid Emergency Response	0.57
Student Centre Levy	3.75
Student Refugee Program	1.19
Mississauga Transit U-Pass	125.13
<b>TOTAL</b>	<b>\$ 137.98</b>

# Alternative Funding Sources Advisory Group Report to the President and VP & Provost

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UTM CAMPUS COUNCIL

MAY 27, 2019



UNIVERSITY OF  
TORONTO

# What does the report cover (and not)?

- **Recommends options for UofT to consider to generate new revenue sources or expand on existing revenue sources in new and diversified ways**
- **Considers how UofT might reduce reliance on traditional tuition, student fees and operating grants**
- **Does NOT address cost efficiencies (another group)**
- **Does NOT address current federal or provincial environments**

# Context and process

- **AFS AG - one of 5 groups under Budget Model Review process**
- **Sub-working groups each with specific focus:**
  - **Real estate**
  - **Research, innovation and entrepreneurship**
  - **Teaching and learning**
  - **Partnerships and international**
  - **Financial**
- **Consultation across University and with peer institutions**
- **Literature review and environmental scan**

# Guiding principles

## **1. Support core mission & align with UofT's strategic vision**

➤ leverage our reputation but also remain vigilant to protect our reputation

## **2. Protect rights of academic freedom**

## **3. Uphold financial aid commitment**

## **4. Retain student-centered approach**

## **5. Be sustainable & generate net revenue in due time**

# 16 Recommendations: Building on U of T's core strengths



## Knowledge

- most valuable strength is our people and our capacity to create and disseminate **knowledge**



## Real estate & physical infrastructure



## Financial resources

# Recommendation 1: Expand learning opportunities

- **Respond to needs of learners at all stages and ages**
- **Intensify continuing education and skills upgrading offerings**
- **Expand online offerings**

**➔ Build on areas of success at UofT: SCS, Engineering, Rotman, OISE, Medicine, Law ...**



# Recommendation 3: Multi-disciplinary research initiatives

- **Expand multi-disciplinary research to meet complex challenges facing society**
- **Foster, seed, scale-up focused research initiatives across disc**
- **Opportunity to increase impact and attract investment from governments, industry and philanthropy**
- **Recent examples:**
  - **Medicine by Design**
  - **Ted Rogers Centre for Heart Research - TBEP**



## Recommendation 4: Creative forms of partnerships

- **Significant potential to increase international and multi-national industry/foundation partnerships in multiple ways:**
  - **Research contracts**
  - **Research grants**
  - **Philanthropy**
- **Recent examples:**
  - **Fujitsu, LG, Huawei**
  - **IC-Impacts with India; Tata Foundation in India**
  - **UofT-Max Planck in NeuroScience in Germany**



# Recommendations: Building on U of T's core strengths



Knowledge



**Real estate & physical infrastructure**



Financial resources

# Recommendations 10 & 11: Endorse and expand Four Corners real estate strategy

- **Endorse Four Corners strategy**

- **Data demonstrates financial returns \$60M annually → to direct toward operating fund**

- **Strategy could be expanded as a template for other spaces and tri-campus real estate strategy**



# Recommendation 14: Expand partnerships for utilization of research facilities

- **UofT has most advanced research facilities, partially utilized**
- **Recommend optimal utilization of state-of-the-art research facilities when not in use by UofT researchers**
- **Would generate service fees, offset operating costs, enable upgrading ...**
- **Facilities must offer highest quality service and support**
- **Current examples to scale-up:**
  - **BioZone Mass Spec facility**
  - **Ontario Centre for Characterization of Advanced Materials**



# Recommendations: Building on U of T's Core Strengths



Knowledge



Real estate & physical infrastructure



**Financial resources**

- UofT's total assets ~ \$9.9B
- Opportunity to invest in innovative revenue-generating initiatives
- ➔ strengthen budget model and leverage reserves

# Recommendation 15: Optimize returns on short-term investments

- **UofT's working capital currently held in Expendable Fund Investment Pool (EFIP)**
  - **Balance at April 2018 was \$2.2 billion → with \$1.3 billion from operating and ancillary funds/carry forward reserves**
  - **EFIP investments are 87% in cash and money market, only 13% in internal long term loans**
- **AG recommends to assess whether larger portion of EFIP could be invested in medium and long term investments to yield higher rates of return, providing additional revenue for operating fund**



# In Summary

- **UofT has enormous opportunity to build on our core strengths to generate new revenue sources or to expand on existing revenue sources in new and diversified ways**
- **UofT should also consider actions that are not revenue-generating at this time, yet essential to building a strong foundation for new or expanded revenues in the future**
- **UofT is already successful in developing initiatives that generate revenues in non-traditional ways – many pilots across 3 campuses can be tailored and expanded**
- **Consideration of recommendations by leadership must be taken in context of always protecting UofT's core mission and values**

# Consultation and Next Steps

- **Report is available online for feedback from the broad university community until end of June**  
<https://forms.provost.utoronto.ca/afs/>
- **We will present this Report for information at Campus Councils at UTM & UTSC, P&B, Academic Board, Business Board**
- **Feedback will be summarized and presented to the Budget Model Review Executive Steering Committee for consideration**
- **Recommendations accepted by the steering committee will be handed over to implementation working groups**

Questions?



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