

**UNIVERSITY OF TORONTO**

**THE GOVERNING COUNCIL**

**REPORT NUMBER 179 OF THE PLANNING AND BUDGET COMMITTEE**

**January 10, 2018**

To the Academic Board,  
University of Toronto

Your Committee reports that it held a meeting on January 10, 2018, at 4:10 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

David Dubins (In the Chair)  
Cheryl Regehr, Vice-President and Provost  
Scott Mabury, Vice-President, University  
Operations  
Trevor Rodgers, Executive Director, Planning and  
Budget  
Cristina H. Amon  
Adalsteinn Brown  
Joseph Desloges  
Zhong-Ping Feng  
Susan Froom  
Ira Jacobs  
Stephen R. Julian  
Linda M. Kohn  
Normand Labrie  
Ernest W.N. Lam  
Mark Lautens

**In Attendance:**

Elizabeth Cragg  
Glen Jones  
Michael Kurts  
Helen Lasthiotakas  
Daniella Mallinick  
Archana Sridhar

Maureen MacDonald  
Catherine Riddell  
Andrew Szende

**Non-voting-Assessor:**

Vivek Goel  
Susan Senese

**Regrets:**

Christine E. Burke  
Suzanne Conklin Akbari (Vice-Chair)  
Gilbert Delgado  
Andrea Gonzalez  
Claire M.C. Kennedy  
Adrian Turner

**Secretariat:**

Ms Joan Griffin, Secretary

## OPEN SESSION

### 1. Chair's Remarks

The Chair welcomed members to the first meeting of 2018 and thanked them for their service to the Committee.

### 2. Assessors' Report

The Provost reported on the new Strategic Mandate Agreement 2017-2020 (SMA2) with the Province of Ontario, and on a planned review of the University Budget Model. Professor Mabury updated the Committee on the Strategic Investment Fund (SIF) Projects.

#### Strategic Mandate Agreement (SMA2)

The Provost provided background information and context for the SMA2 process, and noted several highlights of the recently released agreements, which included graduate student enrolment expansion (631 Masters Level and 198 Doctoral Level positions), changes to the funding formula, and the introduction of an enrolment corridor. The latter change was to maintain undergraduate enrolment at University of Toronto Mississauga and University of Toronto Scarborough at current levels and would require a reduction in undergraduate student enrolment on the St. George Campus by 1800 students by 2019-20. The Provost noted that these decisions reflected general changes in population demographics of traditionally undergraduate-aged students in Ontario.

Additional elements of SMA2 include the introduction of 31 metrics across five priority areas, including: Student Experience; Innovation in Teaching & Learning Excellence; Access & Equity; Research Excellence & Impact; and Innovation, Economic Development & Community Engagement, as well as limited differentiation funding based on metrics. Significant changes to funding based on metrics were not envisioned until SMA3 which was expected in 2020-21.

It was further reported that graduate enrolment expansion would likely include opportunities to grow international doctoral enrolment. After consultation with Deans, the Provost would propose to lower the tuition fee for international PhD students to equal the domestic rate. The proposal would be brought to Governing Council for approval.

Members asked questions regarding what would happen should the University fail to meet its set targets for graduation rates, as well as on the timeliness of planned residence facility construction and upgrades at UTM and UTSC, given the lack of

undergraduate enrolment growth in SMA2. On the question of graduation rates, the Provost explained that the targets are weighted with some areas being weighted more heavily than others. She also noted that the financial impact of metrics-based funding was deferred until SMA3, and various measures were in place to address potential situations where graduation projections fell below targets. In response to the inquiry regarding residence building, the Vice-President University Operations noted that both UTM and UTSC were in great need of residence spaces, and that the planned construction would simply bring the inventory into alignment with current need.

### Budget Model Review

The Provost and Mr. Trevor Rodgers, Executive Director, Planning and Budget, presented the approach that would be undertaken for the Budget Model Review. The University had introduced a 'new' budget model approximately 10 years ago, and that the last comprehensive review was undertaken in 2010-11. The proposed budget model review would bring together five pillars focused on individual components of the budget model, and would be grounded in the University's academic priorities. The five pillars are: Strategic Mandate Agreement (SMA2), Inter-Divisional Teaching, Alternative Funding Sources, Cost Efficiencies and Tri-Campus Budgetary Issues.

Working groups would be established for different activities associated with the pillars, with some already having been convened and working. In response to questions about the type of reporting expected from these groups, the Provost noted that not all pillars would lead to a formal report. Rather, some would result in changes to existing budget processes and benchmarking data that would be reflected in future annual Budget Reports. It was also noted that the review process did not specifically include the Federated Universities but should they be interested the Provost's office welcomed collaboration where appropriate.

### Strategic Investment Fund (SIF) Projects Update

Professor Scott Mabury, Vice-President University Operations gave a brief update on the \$90 Million SIF Project noting that 89% of U of T projects were making good progress or had been finished (28 of 55 planned were now concluded), and were projected to be completed by the April 30<sup>th</sup> 2018 deadline.

## **3. Academic Plans**

- a) Academic Plan: Faculty of Applied Science and Engineering**
- b) Academic Plan: Ontario Institute for Studies in Education**

The Provost explained that the development and refinement of Academic Plans are part of the quality assurance process for the University and that they appear at Planning and Budget Committee to discuss the process undertaken in developing the reports.

Professor Cristina Amon, Dean of the Faculty of Applied Science and Engineering and Professor Glen Jones, Dean of the Ontario Institute for Studies in Education (OISE) gave brief presentations on the processes each undertook in developing the plans. Professor Amon noted the importance of engagement will all sectors of the Faculty and that the extensive use of metrics had been incorporated into decision making. Dean Jones explained that the importance of engaging with OISE's internal and external communities had been a central function of the planning and review process, and that he had insured an in-progress version of the plan had always been publicly available.

#### **4. Greenhouse Gas Retrofit Program Update**

Professor Scott Mabury, Vice-President University Operations provided a brief update on the *Greenhouse Gas Retrofit Program (GGRP)*. He explained that due to governance timing and the condensed timeline for submitting projects to the Provincial Government, the Planning and Budget Committee was not able to initially consider the program. He noted that the project, similar to the SIF program 18-months earlier, provided the University with a tremendous opportunity despite a very tight timeline. He reported that the University submitted its proposals to the Government by the December 5<sup>th</sup> 2017 deadline, and that final decisions on funded projects were expected soon. The Committee would continue to receive updates as the projects progress.

#### **5. Institutional Strategic Research Plan: 2018-2023**

Professor Vivek Goel, Vice-President, Research and Innovation gave a presentation on the draft *Institutional Strategic Research Plan (ISRP)* highlighting the process to review the 2012 plan, and changes that are to be made for the publication of the 2018-2023 edition. Professor Goel noted that this is the fourth plan published and that it serves as a document and roadmap to both internal and external audiences for the University.

Revisions of the new ISRP began with a consultation process including an online survey and several meetings. Based on the consultations, it was determined that the themes identified in the 2012 plan remained applicable and served the University well, although some were identified as needing revision and focus to continue to be applicable. It also became evident that while the ISRP effectively told the story of innovation at the University, the focus and impact on fundamental research needed to be more clearly highlighted. Professor Goel's presentation was favourably received by members, with one member encouraging an even greater emphasis on highlighting the collaboration between the humanities and sciences in the report.

**CONSENT AGENDA**

**6. Annual Report: Approved Endowed and Limited Term Chairs, Professorships, Distinguished Scholars and Program Initiatives, 2016-2017**

The Annual Report: Approved Endowed and Limited Term Chairs, Professorships, Distinguished Scholars and Program Initiatives, 2016-2017 was received.

**7. Report of the Previous Meeting - Report No. 178, September 19, 2017**

Report Number 178 (September 19, 2017) 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. Items for Information**

There were no items for information.

**10. Date of Next Meeting – Wednesday, February 28, 2018**

The Chair reminded members that the next meeting was scheduled for February 28, 2018.

**11. Other business**

There were no items of other business.

The meeting adjourned at 6:10 p.m.

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Secretary

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Chair

January 11, 2018