

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 21 OF THE CAMPUS COUNCIL

December 14, 2016

Professor Paul Kingston, Chair
Mr. Preet Banerjee, Vice-Chair
Professor Bruce Kidd, Vice-
President and Principal, UTSC
Mr. Andrew Arifuzzaman, Chief
Administrative Officer, UTSC
Ms Hira Ashraf
Dr. Catherine Bragg
Professor Tarun Dewan
Mr. George Fadel*
Ms Kathy Fellowes
Dr. Brian Harrington
Dr. Elaine Khoo
Ms Lydia V.E. Lampers-Wallner
Mr. Andrew C. Leung
Ms Brenda Librecz
Dr. Jennifer McKelvie
Ms Yasmin Rajabi

Dr. Tayyab Rashid
Mr. Mark Henry Rowswell
Ms Amina Shabeen
Ms Lynn Tucker
Mr. Larry Whatmore

Secretariat:

Ms Amorell Saunders N'Daw
Ms Rena Prashad

Regrets:

Professor Leslie Chan
Professor William A. Gough
Ms Sue Graham-Nutter
Mr. John Kapageridis

*Telephone Participant

In attendance:

Ms Zarah Bonse, World University Service of Canada (WUSC), Vice-President,
Operations
Mr. Kendel Chitolie, Coordinator, International Education and Transition, International
Student Centre
Ms Rumaisa Khan, WUSC, President
Mr. Desmond Pouyat, Dean of Student Affairs
Professor Mary Silcox, Vice- Dean, Graduate
Ms Michelle Verbrughe, Director, Student Housing & Residence Life

1. Chair's Remarks

The Chair welcomed members and guests to the final Council meeting of the 2016 calendar year. He offered a special welcome to Professor Emeritus Ellen Hodnett, University of Toronto Ombudsperson.

2. Report of the Vice-President & Principal

The Chair introduced and invited Professor Bruce Kidd, Vice-President and Principal, UTSC to present his report.

a. Student Presentation—World University Service of Canada (WUSC-UTSC)

Professor Kidd invited Rumaisa Khan, President, and Zarah Bonse, Vice-President, Operations, of the World University Service of Canada, UTSC chapter, to present the work of the organization. The organization focused on fostering human development and global understanding through education and student refugee sponsorship. The Student Refugee Program (SRP) sponsored and supported students fleeing from war or persecution in developing countries to continue their education in Canada.

b. Principal's Report

Professor Kidd provided the Council with the following updates:

- An accessible and safe pathway leading into the valley was being developed in consultation with members of the UTSC community;
- Planning for Canada 150 was underway. In 2017, conferences and events would be held throughout the year to critically examine the development of Canada and celebrate its achievements. A fund competition would be held for student and faculty projects;
- Fostering integrated approaches to equity on campus, which included: enhanced equity policies and practices within the operations of senior leadership portfolios, unconscious bias training for hiring panels, and new recruitment initiatives for faculty and staff;
- Efforts were underway to staff a Sexual Violence Prevention and Support Centre on campus;
- UTSC was committed to realizing the Calls to Action of the Truth and Reconciliation Commission of Canada where relationships, partnerships, and understanding of Indigenous communities were encouraged. A commitment was made to hire an Indigenous outreach officer to coordinate the efforts and to promote awareness. In 2017 there were plans to host lectures, town halls, and educational seminars focused on Indigenous history and culture, and to address stereotypes and misconceptions surrounding Indigeneity in Canada.

A member asked whether there was financial aid funding for Indigenous students at UTSC. Professor Kidd explained that the University needed to consider financial aid funding strategies for Indigenous students on a tri-campus level.

3. Strategic Topic: Presentation by the University Ombudsperson

The Chair invited Professor Emeritus Hodnett to present the strategic topic. Professor Emeritus Hodnett drew members' attention to the 2015-16 Report of the Ombudsperson to the Governing Council, which was presented, for information, to the Governing Council on October 27th. She also remarked that she was seeking ideas and suggestions about creating more awareness of her Office.

A member suggested that pamphlets and/or other promotional materials from the Office of the Ombudsperson be included in student orientation kits. The member also commented that the Office could be promoted through the Academic Advising and Career Centre (AA&CC), Health and Wellness Centre, and the Scarborough Campus Students' Union (SCSU) who regularly interacted with students. Professor Emeritus Hodnett remarked that students were not typically in need of services from the Ombudsperson's Office at the time of Orientation, but that direct outreach at other times (i.e. information on campus LCD monitors) appeared to be effective. She also agreed that promoting the Ombudsperson's Office through the SCSU and AA&CC was an excellent idea. The Office was also planning to launch a Facebook page and a Twitter account in early January, in the hope that social media would reach a broader audience within the UofT community.

In response to a suggestion to network among other Ombudspersons' Offices, Professor Emeritus Hodnett remarked that the Office was a member of the national association of post-secondary institution Ombudspersons. She noted that many Ombudspersons' Offices at other post-secondary institutions focused on conflict resolution for students, while the Ombudsperson's Office at UofT offered advice and services to faculty, staff and students.

In response to a question regarding the type of cases reported to the Office of the Ombudsperson from UTSC, Professor Emeritus Hodnett explained that she could not disclose the type of cases due to the confidential nature of her work and the risk of a privacy breach.

4. Operating Budget: Themes and Priorities, UTSC

The Chair invited Mr. Andrew Arifuzzaman, Chief Administrative Officer, UTSC to present

the proposed themes and priorities for the UTSC operating budget. The presentation¹ included the following highlights:

- The 2017-18 initiatives for the UTSC operating budget included:
 - The UTSC response to the Truth and Reconciliation Commission (TRC) and Indigenous initiatives (i.e. Creation of a Centre of Indigenous Research, support for course development, and recruitment of Indigenous students);
 - Work-Integrated Learning (WIL) (i.e. providing access to experiential learning for students). UTSC was already a leader with 21 percent of students enrolled in co-op programs. Programming plans were in development for service learning, internships, clinical placements, and research;
 - Fostering a research/graduate student culture by creating more research opportunities;
 - Continued effort on strategic enrolment management;
 - Suburban Studies and leveraging location to positively change the eastern Greater Toronto Area (GTA); and
 - Diversification of revenues with assistance from advancement efforts, Graduate program income, ancillary operations, and Basic Income Unit (BIU) generating certificates similar to post-baccalaureate certificates.
- Despite a decline in Ontario full-time undergraduate student enrolment, UTSC enrolment and applications continued to increase;
- Students who chose to attend UTSC generally resided in the GTA or came from abroad;
- Since 2003, UTSC had made \$541.6M in capital investments to accommodate growth and space challenges;
- In 2016-17, four percent of the gross academic budget was supported by the University Fund (UF);
- Space continued to be a challenge. UTSC lagged behind the Faculty of Arts and Science (A&S) and University of Toronto Mississauga (UTM) for teaching space per full-time undergraduate student and research and academic office space per faculty;
- The 2016-17 UTSC budget was \$200M. The net budget expense areas included: academic expenses, administrative expenses, facilities, and central fund;
- The Annual Budget Review (ABR) was a University wide process where UTSC's priorities for funding were submitted to the Vice-President and Provost; and
- Mitigating risk in the near term was managed by a strategic enrolment management system.

In response to a question regarding servicing debt, Mr. Arifuzzaman explained that all service ancillaries were responsible for serving any debt incurred within their individual portfolios.

A member asked whether the York University campus in Markham would affect the campus's future enrolment targets, and Mr. Arifuzzaman explained that the campus

¹ Presentation: Operating Budget: Themes and Priorities, UTSC

anticipated minimal impact from the York University campus in Markham due to differences in program offerings and UTSC's focus on providing an enriching campus experience.

A member commented on the risk of using certificate programs as a revenue diversification mechanism to alleviate budget pressures. Mr. Arifuzzaman remarked that the campus was aware of the need to maintain academic and research integrity while still generating revenues. He added that the proposed certificate programs were developed within the academic departments where there was strong student interest for the programs.

A member commented that less reliance should be placed on international student recruitment from one destination. Professor Kidd noted that there was strong demand from Chinese students to attend UTSC and that there was a rigorous admissions process in place. He also explained that there were plans to develop an international recruitment strategy with focus on other Asian and North American countries.

In response to a question regarding support for international students, Mr. Arifuzzaman reported that the campus had an International Student Centre, and that the Academic Advising and Career Centre was also equipped to assist international students.

A member commented on the UTSC Secondary Plan and asked whether any partnerships would be developed. The CAO explained that the campus would consider commercial, technology, and sport partnerships as opportunities emerged.

A member commented on the high project cost savings in the construction of the Toronto Pan-Am Sports Centre (TPASC), and Mr. Arifuzzaman remarked that historically UTSC had come in slightly under the approved budget for capital projects, and that the construction team found several efficiencies to account for the high cost savings.

A member asked whether budget consultations included UTSC student input. Professor Kidd explained that student consultation took place through the Students' Union and that UTSC Campus Council and UTSC Campus Affairs Committee student members had opportunity to provide advice on the budget.

5. Report of the Previous Meeting: Report Number 20 – Wednesday, October 5, 2016

The report of the previous meeting was approved.

6. Business Arising from the Minutes of the Previous Meeting

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

7. Reports for Information

Members received the following reports for information:

- a) Report Number 21 of the UTSC Agenda Committee (Wednesday, November 30, 2016)
- b) Report Number 21 of the UTSC Academic Affairs Committee (Tuesday, November 22, 2016)

c) Report Number 20 of the UTSC Campus Affairs Committee (Wednesday, November 23, 2016)

8. Date of the Next Meeting – Thursday, February 2, 2017 at 4:10 p.m.

The Chair reminded members that the next scheduled meeting of the Council would be held Thursday, February 2, 2017 on at 4:10 p.m.

9. Question Period

No questions were raised.

10. Other Business

No other business was raised.

The Council moved *in camera*.

IN CAMERA

11. Appointment: UTSC Campus Affairs Committee Community Member

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT, Dr. Andrew Tam be appointed to serve on the UTSC Campus Affairs Committee for a term effective January 1, 2017 and ending on June 30, 2019.

12. UTSC Student Residence Project Update

Mr. Arifuzzaman provided the Council with an update on the plans for the UTSC Student Residence project, which included a presentation on the funding structure.

The Council returned to open session.

The meeting adjourned at 7:03 p.m.

Secretary

Chair

Budget Priorities 2016-17

UTSC Campus Council
Wed, Dec 14, 2016



Agenda

- Academic Planning
- System and regional factors
- UTSC investments and preparation for growth
- Stabilizing factors
- Growth to date
- Financial risk mitigation



Academic Priorities

- 2016-2017 Update
- 2017-18 ABR
 - New Initiatives



2016-17 Update

- 2016-17 ABR
 - Strategic Enrollment Management
 - Pathway programs with Centennial
 - Green, City and Global Scholars
 - New faculty hires, start up support
 - Student success positions



Academic Priorities

- 2016-2017 Update
- **2017-18 ABR**
 - **New Initiatives**



New (and not so new) Initiatives

- TRC and Indigenous Initiatives
- Work-Integrated Learning (WIL)
- Graduate Initiatives
 - Fostering a research/graduate student culture
- (Strategic Enrollment Management)
- Suburban Studies
- Diversification of Revenues
 - New opportunities for students!



TRC and Indigenous Initiatives

- Truth and Reconciliation Commission
 - U of T response
 - UTSC response
- Creation of a Centre of Indigenous Research
 - Bring together up to three positions (cluster hire) with existing researchers at UTSC
 - Multi-disciplinary in nature
- Support for course development
 - Indigenous instructors
 - “indigenous leave”
- Recruitment of indigenous students
 - Indigenous outreach position



Work-Integrated Learning

- WIL
 - Priority of province to provide access to experiential learning for all students in Ontario
 - UTSC is leader in Co-op education (21% of our students)
 - Will continue to grow Co-op where appropriate
 - Develop other forms of WIL
 - Service learning, internships, clinical placements, work-study, research



Fostering a research / graduate student culture at UTSC

- Some departments have a strong research presence at UTSC
- Others have a strong tri-campus research presence focused at STG
- Goal: Expose more of undergraduate students to the rich U of T research culture
- How do we foster this culture at UTSC?
 - EDU:Cs
 - Collaborative graduate programs



Suburban Studies

- Gertler priority – “leveraging our location”
- Planned development of an “Urban Institute” located at STG
- Local expertise tied to Highland Hall in suburban studies
- “Centre for Suburbanization, Migration and Globalization”



Diversification of Revenue

- 98% of income from Undergraduate revenue
- Are there other sources of income?
 - Need to stem from or support the U of T Mission
 - Advancement
 - Graduate program income
 - Ancillary operations
 - Greenpath is expanding to support Master of Environmental Science, divisions downtown with course offerings different from UTSC (Engineering, Architecture, KPE)



Diversification of Revenues

- Development of BIU generating certificate programs
 - In addition to undergraduate degree (“post baccalaureate certificate”) – not unlike College post graduate diplomas
 - Can be carved out of existing courses
 - Evolutionary Anatomy (Anthropology)
 - Climate Change (DPES)
 - Elections Management (Political Science)



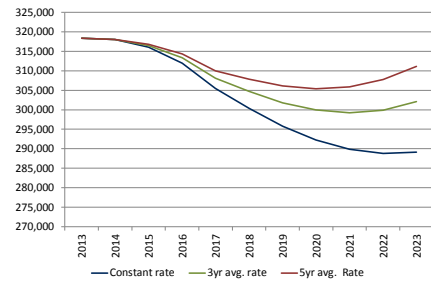
Growth: Operational and Financial Context

- System and regional factors
- UTSC investments and preparation for growth
- Stabilizing factors
- Growth to date
- Financial risk mitigation



University System Growth In Ontario

Ontario FT Direct-Entry Undergraduate Enrolment Projection Scenarios

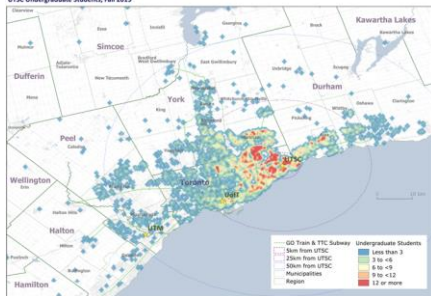


Scenarios vary by assumed participation rates of 18-20 yrs old
Data Sources: CDU 2014 Population Estimates



Our Current Catchment

UTSC Undergraduate Students, Fall 2015



Undergraduate student locations based on given addresses as of Fall 2015.



GTA Catchment for UTSC

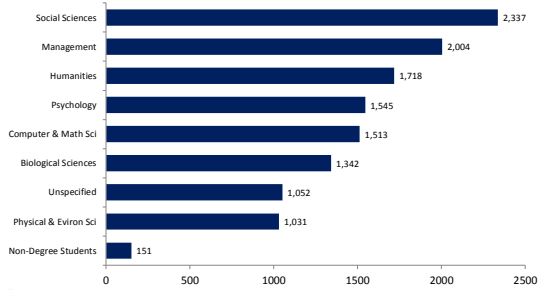
Census Division	Percentage Growth from 2013 to 2014, 18-20 Year Olds	Change in Population from 2013 to 2014, 18-20 Year Olds	Percentage of UTSC New Student Intake: Fall 2015
Toronto	13%	14,248	41%
York	36%	17,332	16%
Durham	15%	4,377	8%
Peel	23%	14,479	3%
Halton	56%	12,395	0.40%
GTA	23%	62,831	69%



Ministry of Finance Fall 2014 Population Estimates, Official Census File

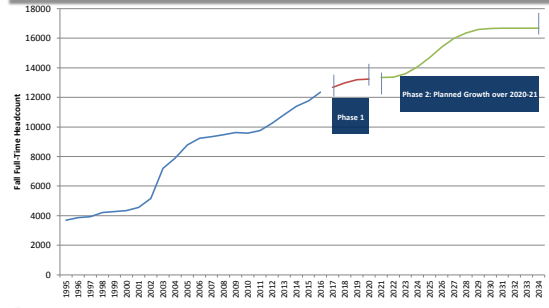


UTSC Fall 2015 Undergraduate Headcount Enrolment by Departmental Grouping



Note: Unique undergraduate student headcount based on student degree and programs.
Data Source: Official Count File.

UTSC- 2 Phase Growth Plan

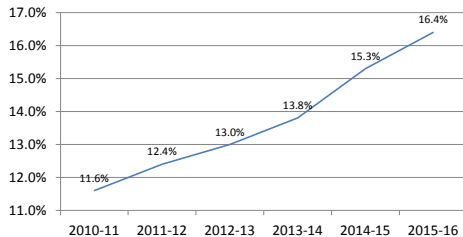


Data Source: Official Count Files for Actuals
Planned growth based on projections from Fall 2014 Major Capital Submission

International Students

From ABR Divisional Statistics

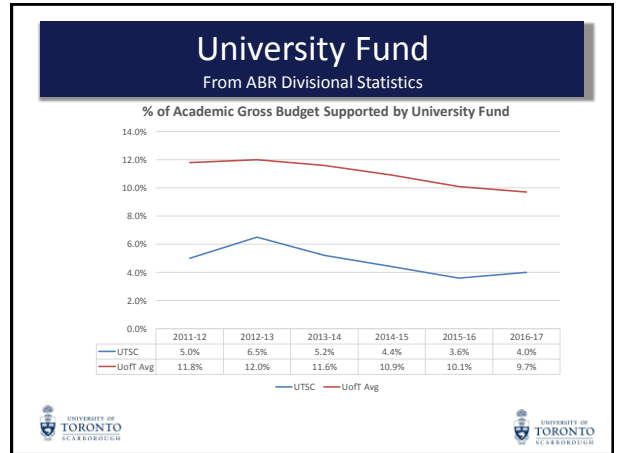
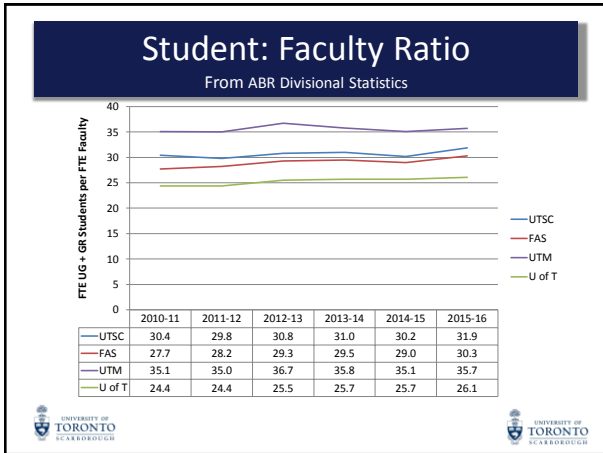
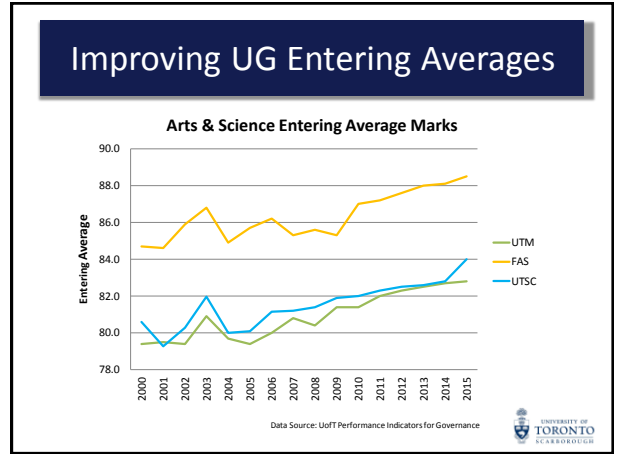
% UG International Fall FTEs of Total UTSC Fall FTEs



Capital Investments at UTSC since 2003

in millions

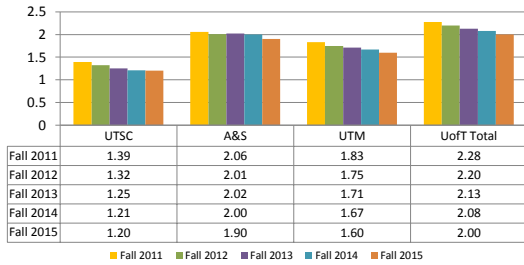
Project	NASM	Proposed Completion	Open Date	Approved Cost	Actual Cost
Academic Resource Center	5,999	2003	2003	\$ 24.0	\$ 20.0
Foley Hall (Phase 4 Residence)	4,963	2003	2003	16.0	16.0
Student Center	2,439	2004	2004	14.0	14.0
Social Science Building	2,350	2005	2005	15.5	14.0
Arts & Administration Building	2,783	2005	2005	20.4	20.0
Science Research Building	2,979	2008	2008	37.0	36.5
Land Remediation	-	2012	2012	43.0	31.0
Instructional Center	7,853	2011	2011	78.0	76.4
Toronto Pan Am Sports Center	20,777	2014	2014	246.0	205.0
Environmental Science & Chemistry Building	6,169	2015	2015	65.0	64.2
Highland Hall	6,460	2018	In Progress	53.0	
East Arrival Court	-	2012	2012	4.1	3.6
Parking Lot Expansion	-	2004	2004	10.6	10.3
Portable (Phase 1 and 2)	-	2008-10	2008-10	4.0	4.0
Science Wing Balconies	-	2007	2007	3.8	3.2
Campus IT Data Center	-	2009	2009	3.9	3.9
Mechanical Upgrades	-	Various	Various	12.2	11.6
Electrical Upgrades	-	Various	Various	8.2	7.8
	62,772			\$ 660.7	\$ 541.6



Space and Growth

From ABR Divisional Statistics

Teaching Space per FTE UG + PMAS Student



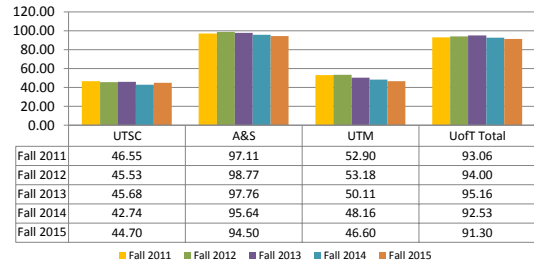
Teaching space includes classroom and teaching labs



Space and Growth

From ABR Divisional Statistics

Research and Academic Office Space per Faculty FTE

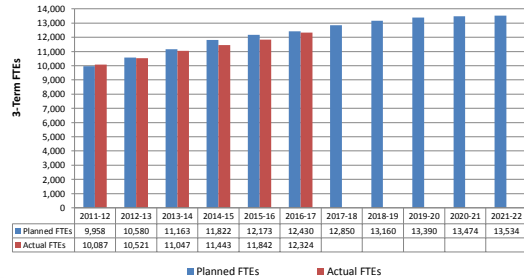


Research + Office space includes research labs, academic offices, research offices, and support spaces



Growth Plan and Performance

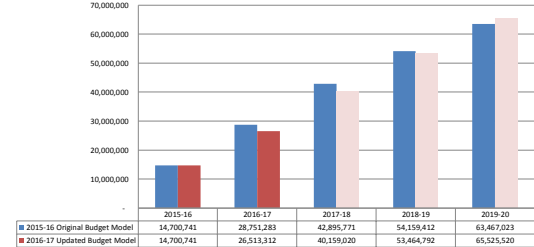
UTSC Planned vs. Actual 3-Term UG FTEs



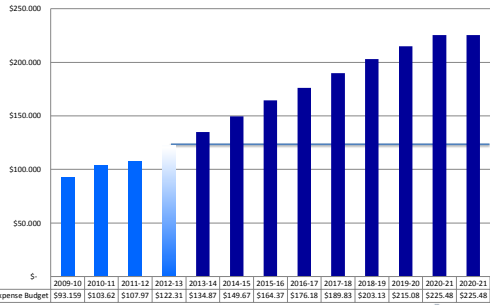
Data Source: Jan 15th 2016 Planning & Budget Enrolment Model
2016-17 Estimated Actuals Pre Nov 3 Countfile



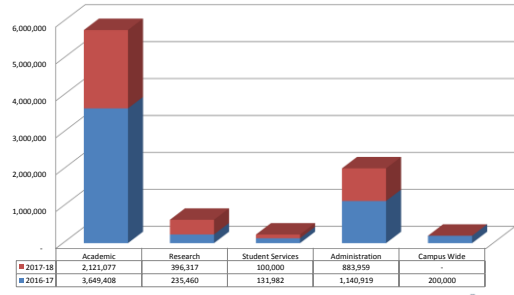
Financial Impact of Growth



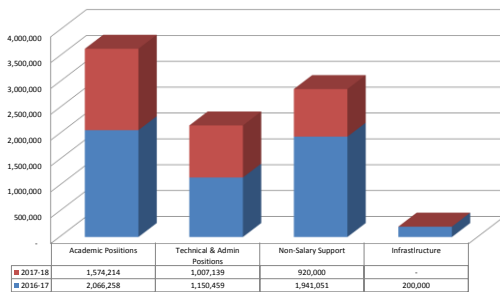
Budget Growth



New Resource Allocations – By Portfolio

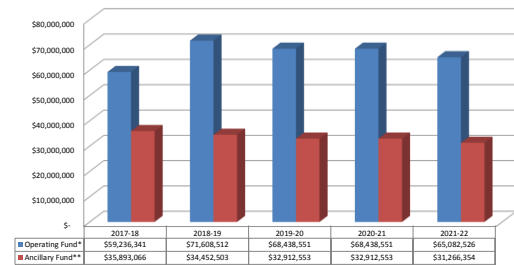


New Resource Allocations – By Expense Type



Long-Term Debt

Debt Balances - Current Planning Period

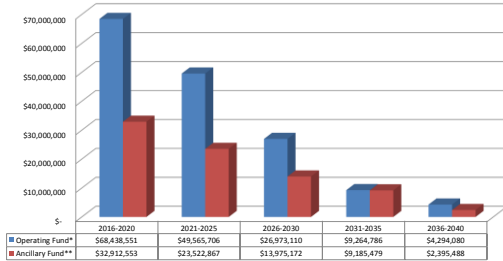


*Includes estimate for Highland Hall
 **Includes estimate for Parking Structure



Long-Term Debt

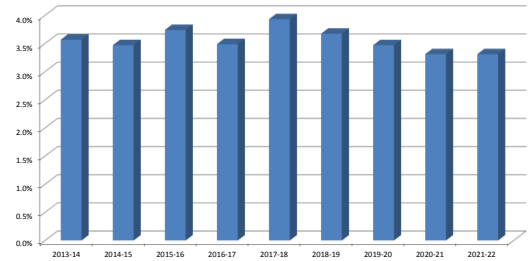
Long-Term Debt Balances



*Includes estimate for Highland Hall
**Includes estimate for Parking Structure



Annual Debt Services as a Percentage of Net Expense Budget

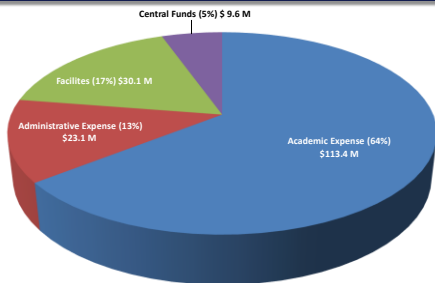


U of T maximum debt policy limit is 5%



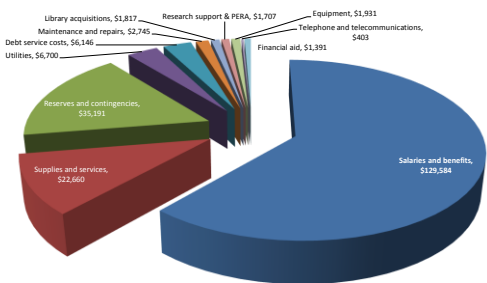
UTSC Budget 2016-17

Net Budget by Area of Expense
in millions



UTSC Budget 2016-17 by Type of Expense

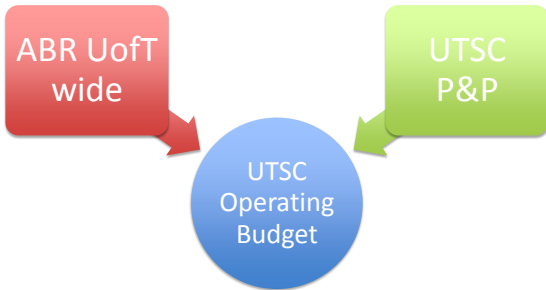
In thousands



Total Gross Expense Budget \$210.3 m



Budget Process



Key Priorities for the ABR

1. Indigeneity initiatives
2. Centre for Suburbanization, Migration and Globalization
3. Experiential Learning
4. Support for Renewable Scholarships
5. Support for Senior Equity hires
6. Sexual Violence prevention and support Centre
7. Supporting Research
 - Startup packages
 - Vivarium
8. Secondary Plan support for UTSC campus



Risk Mitigation

- Financial Risk Mitigating Strategies
 - Near term
 - Strategic Enrollment Management system
 - Deferral of expenses
 - Targeted support for start-up and faculty hires
 - Longer term
 - Expanded revenue sources
 - Partnerships



Questions

