Ms Shirley Hoy, Chair of the
Governing Council
Professor Paul Kingston, Chair
Professor Bruce Kidd, Vice-
President and Principal, UTSC
Mr. Andrew Arifuzzaman, Chief
Administrative Officer, UTSC
Professor William A. Gough, Vice-
Principal (Academic) & Dean
Ms Hira Ashraf
Dr. Catherine Bragg
Professor Tarun Dewan
Mr. George Fadel*
Ms Kathy Fellowes
Ms Sue Graham-Nutter
Mr. John Kapageridis*
Dr. Elaine Khoo
Ms Lydia V.E. Lampers-Wallner
Mr. Andrew C. Leung
Ms Brenda Librecz
Ms Yasmin Rajabi
Dr. Tayyab Rashid
Mr. Mark Henry Rowswell
Ms Amina Shabeen
Mr. Larry Whatmore
Ms Shree Drummond
Ms Amorell Saunders N’Daw
Ms Rena Prashad
Mr. Preet Banerjee
Professor Leslie Chan
Dr. Brian Harrington
Dr. Jennifer McKelvie
Ms Lynn Tucker

*Telephone Participants

In attendance:

Professor Cheryl Regehr, Vice-President and Provost & Chief Budget Officer

Ms Liza Arnason, Director, Student Life and International Student Centre
Dr. Curtis Cole, Registrar & Assistant Dean, Enrolment Management
Dr. Nicholas Dion, Senior Projects Officer, Office of the Vice-President and Provost
Ms Sally Garner, Executive Director, Planning and Budget
Ms Holly Fraser, Manager, Campus Communications
Ms Jessica Kirk, President, Scarborough Campus Students’ Union (SCSU)
1. Chair’s Remarks

The Chair introduced himself and welcomed members and guests to the first Council meeting of the 2016-17 governance year. He also welcomed the Secretary of the Governing Council, Ms Sheree Drummond, and the Chair of the Governing Council, Ms Shirley Hoy to the meeting.

He invited Ms Hoy to make remarks. Ms Hoy thanked members for committing their time to serving on the Council and provided a brief history on the establishment of the UTM/UTSC Campus Councils and their Standing Committees. She reported that since 2013, the UTM/UTSC Campus Councils have fulfilled their responsibilities delegated by the Governing Council, and that a follow-up review on the tri-campus governance model was planned for 2017-18.

To conclude, the Chair invited members to introduce themselves.

2. Orientation of Members

The Chair, Secretary of the Governing Council, and Committee Secretary, provided an Orientation presentation. The presentation1 included the following key points:

- An overview and the structure of the Governing Council and its Boards and Committees;
- The role and responsibilities of the Council, expectations of members, and conflict of interest;
- The role of Administration/Assessors and the Secretariat;
- Reflections from a member and voting Assessor;
- The Calendar of Business; and
- Meeting preparation, meeting types, agendas, cover sheets, and the Diligent Boards governance portal

3. 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

Professor Kidd invited the Scarborough Campus Students’ Union (SCSU) President, Ms Jessica Kirk, to present an overview of the SCSU and its priorities for the year.

b. Principal’s Report

1 Presentation- Orientation of Members
Professor Kidd provided the Council with an update on plans and priorities for the campus. His report included the following highlights:

- UTSC was on target to reach enrolment growth plans by 2019-20. Current undergraduate student enrolment was 12,743; graduate student enrolment 289;
- Construction was in progress for the Highland Hall project and there were future plans for a new residence structure on the north campus;
- A new Vice-Dean, Equity was being recruited;
- A UTSC working group on sexual violence had been created to provide advice on support, prevention, and education on sexual violence matters; and
- Continued lobbying efforts to improve transit were being made.

4. Strategic Topic: Update on the University’s Sexual Violence Action Plan

The Chair invited Professor Regehr to present the update on the University’s Sexual Violence action plan to the Council. The presentation included the following highlights:

- In November 2014, the University created the *Presidential and Provostial Advisory Committee on Preventing and Responding to Sexual Violence*. The Committee met over an 18 month period to produce a final report, which was presented to the President and Vice-President and Provost in February 2016. In April 2016 the President and Vice-President and Provost accepted the recommendations from the report including the creation of a proposed policy on sexual violence;
- Ontario Bill 132 (Sexual Violence and Harassment Action Plan) was passed in March 2016 requiring all publicly funded Ontario colleges and universities to have a sexual violence policy that addressed sexual violence involving students and set out the process for how the university would respond to and address incidents and complaints of sexual violence, and to provide awareness training on the sexual violence policy to faculty, staff, students, and other members of the University community;
- Building upon the work of the *Presidential and Provostial Advisory Committee on Preventing and Responding to Sexual Violence* and the requirements under Bill 132, the University developed a sexual violence action plan, which included four pillars: a new sexual violence policy, a climate survey, an education and prevention training component, the creation of a new tri-campus Sexual Violence Prevention and Support Centre, and the hiring of a new Executive Director. For support and implementation of the pillars, three expert panels were established (i.e. the Climate Survey Advisory Board; the Expert Panel on Education and Prevention of Sexual Violence; and the Expert Panel on Sexual Violence Policies);
- The legislation required the Policy to be in place by January 1, 2017, and as a result the draft Policy on Sexual Violence was being presented for information in Cycle 1 governance meetings and for approval in Cycle 2. The draft Policy was released to students, staff and faculty for consultation on September 5th. The consultation period was expected to run until mid-October 2016;
• Professor Regehr discussed some of the highlights of the draft Policy, which included the following:
  o The definition of sexual violence included sexual harassment;
  o The Policy would apply to faculty, staff, and students;
  o The Policy would apply to incidents on-campus, off-campus, and online;
  o The Policy presented complainants with clear options on how to proceed following an event of sexual violence;
  o The Policy eliminated mandatory mediation; and
  o The Policy safeguarded procedural fairness for the respondent.

A member commented on whether consideration would be given to strengthen the language used to define and describe sexual assault in the Policy, and Professor Regehr reported that further consideration would be given to the matter.

A member asked whether support would be provided to a claimant who ceased to be a student. Professor Regehr replied that the University would be in a position to assist the claimant at the outset and then make referrals to community services for further support.

5. Current-year Campus and Institutional Operating Budget, UTSC

The Chair invited Professor Cheryl Regehr and Ms Sally Garner, Executive Director, Planning and Budget, to present the UTSC current year campus and institutional operating budget to the Council. The presentation included the following highlights:

• The UofT budget planning exercise was primarily a bottom-up process driven by the priorities of academic divisions. The budget was approved annually by the Governing Council in April and planning for the next year’s budget began soon after;
• The 2016-17 balanced budget at the institutional level was $2.318B, which was an increase of $158M from the 2015-16 budget. The sources of funding for the new $158M was generated mainly from increases in tuition fees ($74M) and new enrolment ($65M);
• There were plans for 11 percent undergraduate enrolment growth at UTSC over the next 5 years. International students made up 16 percent of total undergraduate enrolment, and the ratio was expected to remain the same over the planning period;
• The provincial operating grant, as a source of revenue, continued to decline, representing 28 percent of total revenue in 2016-17;
• At UTSC, there were preliminary plans to hire an additional 49 faculty and librarians and 36 administrative staff by 2020-21;
• University-wide costs (UWC) include shared service portfolio operations, non-discretionary expenses such as utilities and municipal taxes, academic initiative funds such as the Undergraduate Course Development Fund, and pension special payments. UTSC paid into some shared services, but operated others, such as facilities and student services, separately;

3 Presentation- Current-year Campus and Institutional Operating Budget, UTSC
• The University spent $58M on need-based student aid in 2014-15. Of the $58M, $20M was required under the Student Access Guarantee policy and an additional $35M was discretionary spending;
• In 2016-17, UTSC received $3.3M in University Fund (UF) allocations for: capital matching, a Dean’s Fund, and three positions to address student academic progress. In addition, all divisions were eligible to apply to pooled funds for diversity hiring, faculty start-up, interdivisional teaching, data science, and graduate program innovation. Since 2007-08, UTSC had received 16 percent of the total UF.

In response to a comment regarding lobbying the Provincial government for a higher operating grant, Professor Regehr remarked that UofT’s differentiated status as described in the Higher Education Quality Council of Ontario (HEQCO) report titled The Differentiation of the Ontario University System could be leveraged to obtain funding.

A member asked what the University considered to be the ideal percentage of international students, and Professor Regehr replied that the number of international students was related to the needs and aspirations of each academic department, which varied across the University.

CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the consent agenda be adopted and that the item requiring approval (item 6) be approved.


7. Business Arising from the Minutes of the Previous Meeting

8. Reports for Information

   a) Report Number 20 of the UTSC Agenda Committee (Wednesday, September 21, 2016)
   b) Report Number 19 of the UTSC Academic Affairs Committee (Wednesday, June 15, 2016)
   c) Report Number 18 of the UTSC Campus Affairs Committee (Tuesday, September 20, 2016)

9. Date of the Next Meeting – Wednesday, December 14, 2016 at 4:10 p.m.

10. Question Period
No questions were raised.

11. Other Business

No other business was raised.

IN CAMERA

12. Appointments: 2016-17 UTSC Campus Council Nominating Committee

On motion duly made, seconded, and carried

YOUR COUNCIL APPROVED,

    THAT Professor Tarun Dewan (teaching staff member of the UTSC Campus Council) and Ms Amina Shabeen (student member of the UTSC Campus Council) be appointed to serve on the UTSC Nominating Committee for the 2016-17 governance year.

The meeting adjourned at 6:25 p.m.

_____________________________ _____________________________
Secretary  Chair
**UTSC Campus Council Orientation Session for Members**

October 5, 2016

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**Governance Bodies at a glance**

**UTSC Governance Bodies**

- UTSC Campus Council
  - Agenda Committee
  - Academic Affairs Committee
  - Campus Affairs Committee

**Campus Council Roles**

- Campus Council and its Standing Committees (Academic Affairs, Campus Affairs, Agenda Committee) were established in 2013 to improve governance oversight on all three campuses.
- The governance processes are aimed at enhancing campus-based decision-making and ensuring accountability.
Local areas of responsibility

- Academic appeals
- Academic plans and guidelines for such plans
- Academic priorities for fundraising
- Academic programs
- Academic regulations
- Admissions
- Awards
- Budget
- Campus and student services
- Campus Master Plans
- Campus security
- Capital plans, projects, and space
- Child care

- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Establishment, termination or restructuring of academic units
- Examinations and grading practices
- Divisional Guidelines for the Assessment of Teaching and/or Creative Professional activity
- Name changes of academic units
- Relations with the campus’s external community
- Research planning
- Student societies and campus organizations

Council decision-making

- Council members provide approval, oversight and advice on items of business.
- The UTSC Campus Council is the final body of consideration at the campus level.
- Subsequent approvals are made by other Governing Council bodies (e.g. Business Board, Academic Board, Executive Committee, Governing Council).

Council decision-making

Proposals may be:
- Approved
- Rejected
- Referred back to the administration with advice.

Motions may be:
- For Approval
- Recommendation for approval
- For Confirmation

Expectations of Members

- Represent the perspective of your constituency in debate but, in the end, act in the best interests of the institution as a whole.
- Read documentation in advance to facilitate informed participation.
- Alert assessors through the Secretariat of substantive questions to be asked at the meeting.
- Actively engage: prepare, participate, pose questions.
Conflict of Interest

• Vote on all matters requiring a decision, except where a conflict of interest may exist.
• Act ethically and in good faith; declare all conflicts of interest.
• Be transparent: disclose any actual, potential or appearance of a conflict.
• If in doubt, please contact the Secretariat.

Administration & Governance

• Administration manages the University.
• Governance is a receiver of proposals and reports from the administration.
• Function of governance is to sustain and advance the University's mission.

Bringing business to Council

• Business normally brought forward from a Standing Committee.
• Standing Committee & Council receive proposals for consideration by Assessors.
• Assessors are senior administrators appointed by the President and serve as subject-matter experts to governance bodies.
• Assessors bring forward proposals from the administration for consideration.
• They also provide reports for information.

Role of Members

A Member’s Perspective

Ms Sue Graham-Nutter
Meeting Agendas

- Chair’s Remarks
- Approval items
- Items for discussion and information
- Reports/Presentations
- Assessor reports
- Consent agenda
  - Items for which there may be little or no discussion/debate
  - Routine or transactional in nature (e.g. minutes);
  - Members may request that a Consent agenda item be placed on
    the regular Agenda in advance of the meeting.
- Other business
  - In camera items

Cover Sheets

- General
- Header Information
- Sponsor & Presenter
- Jurisdictional Information
- Previous Action Taken
- Highlights
- Recommendation

• Agenda planning is based on the Calendar of Business; an overview of all anticipated business to
  be transacted in the governance year.
• Calendar of Business updated regularly and posted at:
  http://www.utsc.utoronto.ca/governance/resources
  Current version found in orientation package
• The UTSC Agenda Committee is responsible for preparing the agenda for UTSC Council meetings.
Agenda documentation packages

- Agenda packages are finalized and posted a week prior to the Council meeting.
- Non-confidential meeting material is posted to the UTSC Campus Council website: http://www.utsc.utoronto.ca/governance/
- Members are informed of substantive updates to packages.

Governance portal - Diligent Boards

- Only tool used to distribute confidential meeting documentation to members.
- Password protected.
- Instructions for setup: http://uoft.me/governanceportal
- Help is available 24/7: 1-866-262-7326

Meeting Types

Open Session:
- Open to members of the University, the public, the media, up to room capacity. Most Council, Board and Committee meetings meet in open session.

Closed Session:
- Restricted to members of the Council, Board or Committee and individuals whose presence is considered by the Committee to be necessary (normally members of the administration). Motion needed to move from open to closed session.

In Camera:
- A meeting or part of a meeting may be held in camera where "intimate financial or personal matters of any person may be disclosed." (By-law Number 2) Motion needed to go into in camera session.

The Role of the Secretariat

- Provides support to Committee/Council Chairs and Committees:
  - Advises members on all governance matters related to UTSC Campus Council
  - Coordinates meeting logistics
  - Communicates Council/Committee decisions to affected parties
  - Manages governance records and maintain Council and Committee membership
Your Governance IQ

1. How many members serve on the UTSC Campus Council?
   a. 34, b. 28, c. 61, d. 15

2. Which individuals bring business items forward to the Council and/or Committees for consideration?
   a. Students, b. Secretariat, c. Administrative Staff, d. Assessors

3. How often is the Calendar of Business updated?

4. There are _________ standing Committees of the UTSC Campus Council.
   a. 1, b. 2, c. 3, d. 4

5. At a UTSC Campus Council or Standing Committee meeting, a business item can be:
   a. Approved, b. Rejected, c. Referred back to the administration, d. All of the above

6. Normally, how many times during the governance year do the UTSC Campus Council and its Standing Committees meet?
   a. 4, b. 8, c. 6, d.10
7. What Committee sets the agenda for the UTSC Campus Council?
   a. Agenda Committee, b. Academic Affairs Committee, c. Campus Affairs Committee, d. All of the above

8. What information is included on governance Cover Sheets?
   a. Assessor information, b. Governance path, c. Motion, d. all of the above

9. The Agenda Committee and Agenda Planning Meetings take place in:
   a. open session, b. closed session, c. in-camera, d. none of the above

10. Diligent Boards is the UTSC governance:
    a. professional development initiative for Council/Committee Members
    b. online resource for meeting documentation
    c. the teleconference company used by the Secretariat
    d. a new governance Committee for exemplary staff

Questions?
The University of Toronto’s Sexual Violence Action Plan

University of Toronto Scarborough
Campus Council
October 5, 2016

Bill 132
Sexual Violence and Harassment Action Plan Act
(Supporting Survivors and Challenging Sexual Violence and Harassment), 2016

Response to Advisory Committee

✓ Endorsed all Principles
✓ Accepted all Recommendations...
  1. New tri-campus centre
  2. New policy
  3. Review of existing policies
  4. Coordinated education
  5. Campus climate survey

Sexual Violence Action Plan

Education and Prevention
Sexual Violence Policy
Climate Survey
Other Policy Revisions
UPDATE: Climate Survey

Climate Survey Advisory Board

- Sandy Welsh (Chair), Professor, Department of Sociology, Faculty of Arts & Science, and Vice-Provost, Students
- Nasma Ahmed (Undergraduate Student), UTSC
- Juhi Sujan (Graduate Student), School of Public Policy and Governance, Faculty of Arts & Science
- Michael Nicholson (Administrative Staff Member), Coordinator, Student Academic Progress, Student Life
- Janice Du Mont (Faculty Member), Professor, Dalla Lana School of Public Health

UPDATE: Education and Prevention

Education and Prevention Panel

- Gretchen Kerr (Chair), Professor, Faculty of Kinesiology and Physical Education
- Manvinder Sahota (Undergraduate Student), St. Michael’s College, Faculty of Arts & Science
- Arij Elmi (Graduate Student), Dalla Lana School of Public Health
- Liza Arnason (Administrative Staff Member), Director, Department of Student Life, University of Toronto Scarborough (UTSC)
- Lana Stermac (Faculty Member), Professor, Department of Applied Psychology & Human Development, Ontario Institute for Studies in Education
UPDATE: Sexual Violence Centre

SV Policy
Climate Survey
SV Centre & New Executive Director
Education and Prevention

New Executive Director Hired

Dr. Terry McQuaid
Executive Director, Personal Safety, High Risk and Sexual Violence Prevention and Support

UPDATE: Sexual Violence Policy

SV Policy
Climate Survey
SV Centre & New Executive Director
Education and Prevention

Expert Panel on Sexual Violence Policies

- Mayo Moran (Chair), Professor, Faculty of Law, and Provost, Trinity College
- Saagarika Coleman (Undergraduate Student), Victoria College, Faculty of Arts & Science
- Lahoma Thomas (Graduate Student), Department of Political Science, Faculty of Arts & Science
- Mark Overton (Administrative Staff Member), Dean of Student Affairs, and Assistant Principal, Student Services, University of Toronto Mississauga (UTM)
- Brenda Cosman (Faculty Member), Professor, Faculty of Law, and Director, Mark S. Bonham Centre for Sexual Diversity Studies
Recommendations released in August

- 40 recommendations in six categories:
  - General
  - Definitions
  - Confidentiality
  - Statement of Purpose
  - Elements
  - Companion Guide

Some changes required by September 8

- “Workplace harassment” includes “workplace sexual harassment” in:
  - Policy with Respect to Workplace Harassment
  - Human Resources Guideline on Civil Conduct
  - Guideline for Employees on Concerns and Complaints Regarding Prohibited Discrimination and Discriminatory Harassment

Consultation underway on draft Policy

- Draft policy complete and in consultation
- Consultation to run until mid-October
  - Students, staff and faculty at all three campuses
- Governing Council
  - Information sessions in cycle 1 (Sept/Oct)
  - Seek approval in cycle 2 (Nov/Dec)
  - Policy must come into force by January 1

Governing Council timeline

For information (cycle 1)

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTM Campus Affairs Committee</td>
<td>September 15</td>
</tr>
<tr>
<td>UTSC Campus Affairs Committee</td>
<td>September 20</td>
</tr>
<tr>
<td>Business Board</td>
<td>September 22</td>
</tr>
<tr>
<td>UTSC Campus Council</td>
<td>October 5</td>
</tr>
<tr>
<td>University Affairs Board</td>
<td>October 5</td>
</tr>
<tr>
<td>Special Governors’ Session</td>
<td>October 5</td>
</tr>
<tr>
<td>Academic Board</td>
<td>October 6</td>
</tr>
<tr>
<td>UTM Campus Council</td>
<td>October 6</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>October 19</td>
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</table>
Governing Council timeline
Approvals (cycle 2)

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Board (for information)</td>
<td>November 17</td>
</tr>
<tr>
<td>Academic Board (for information)</td>
<td>November 24</td>
</tr>
<tr>
<td>University Affairs Board</td>
<td>November 28</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>December 5</td>
</tr>
<tr>
<td>Governing Council</td>
<td>December 15</td>
</tr>
</tbody>
</table>

Policy highlights

• Definition of sexual violence includes sexual harassment
• One policy for all students, staff, and faculty
• Policy applies to incidents on-campus, off-campus, and online
• Complainant has options on how to proceed
• No mandatory mediation
• Procedural fairness for the respondent

Online Consultation
consultations.students.utoronto.ca

Give Feedback
Budget 2016
UTSC Campus Council
October 5, 2016
Cheryl Regehr and Sally Garner

The budget is primarily a bottom-up process
Informed by:
- Global and Canadian markets
- Provincial policy
- University policy
- Collective agreements

Planning is driven by academic and service priorities

Budget Timeline

April 2016
- 2016-17 University Budget approved by GC
- 2016-17 University Budget presented to CAC and CC for information

Sept/Oct 2016
- 2016-17 University Budget presented to CAC and CC for information (Cycle 2)
- UTSC begins budget planning for 2017-18 to 2021-22
- UTSC presents broad budget plans for 2017-18 to 2021-22 to CAC and CC (Cycle 3)

Nov 2016
- UTSC discusses budget plans with Provost and VP-UO

Feb 2017
- UTSC receives approval of 2017-18 enrolment targets and budget from Provost

April 2017
- 2017-18 University Budget approved by GC
- 2017-18 University Budget presented to CAC and CC for information (Cycle 6A)

2015-16 Operating Budget $2.16B

2016-17 Operating Budget $2.318B

Program mix differs significantly between the three campuses, with a higher proportion of professional and graduate programs at the St. George campus.

2015-16 Operating Budget $2.16B

Toronto
- $1.67 billion
- 54,982 Students
- 2,662 Faculty
- 4,694 Staff
- 627,982 NASM

Mississauga
- $257 million
- 11,573 Students
- 330 Faculty
- 637 Staff
- 97,338 NASM

Scarborough
- $232 million
- 10,575 Students
- 331 Faculty
- 605 Staff
- 71,706 NASM

2016-17 Operating Budget $2.318B

Toronto
- $1.84 billion
- 54,982 Students
- 2,662 Faculty
- 4,694 Staff
- 627,982 NASM

Mississauga
- $295 million
- 11,573 Students
- 330 Faculty
- 637 Staff
- 97,338 NASM

Scarborough
- $456 million
- 10,575 Students
- 331 Faculty
- 605 Staff
- 71,706 NASM

Enrolment: 2015-16 actual per Enrolment Report
Faculty and staff: 2015-16 operating budget TFC
NASM (NASM): as of Sept 2014 per Earn & Expense

Enrolment 2015-16 actual per Enrolment Report
Faculty and staff: 2015-16 operating budget TFC
NASM (NASM): as of Sept 2014 per Earn & Expense
UofT and UTSC 2016-17 Budgets ($m)

<table>
<thead>
<tr>
<th></th>
<th>UofT</th>
<th>UTSC</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>2317.8</td>
<td>271.1</td>
</tr>
<tr>
<td>Shared services + pension deficit</td>
<td>641.3</td>
<td>34.8</td>
</tr>
<tr>
<td>Campus costs</td>
<td>80.8</td>
<td>36.6</td>
</tr>
<tr>
<td>Central student aid</td>
<td>190.7</td>
<td>10.3</td>
</tr>
<tr>
<td>University fund contribution</td>
<td>n/a</td>
<td>15.8</td>
</tr>
<tr>
<td>Academic division(s)</td>
<td>1405.0</td>
<td>173.6</td>
</tr>
</tbody>
</table>

Sources of Funding for New Expenses

- **Tuition Increases** $74m
- **New enrolment** $65m
- **Salary Increases & New Faculty/Staff Hires** $72m
- **Other costs, $12m**
  - Structural budget, $5m
  - Student Aid, $5m
- **Occupancy costs, $6m**
- **Capital Projects & L/T Borrowing, $24m**
- **Initiatives in Acad Divisions, $28m**

Structural deficit challenge

<table>
<thead>
<tr>
<th>Revenue Share by Category</th>
<th>Average Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating grants</td>
<td>28%</td>
</tr>
<tr>
<td>Domestic Tuition</td>
<td>27%</td>
</tr>
<tr>
<td>International Tuition</td>
<td>25%</td>
</tr>
<tr>
<td>Misc other revenue</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Weighted Average Increase in Revenue</strong></td>
<td>2.7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense Share by Category</th>
<th>Average Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>65%</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>27%</td>
</tr>
<tr>
<td>Student Aid</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Weighted Average Increase in Expense</strong></td>
<td>3.7%</td>
</tr>
</tbody>
</table>

Tri-campiус undergraduate plans

<table>
<thead>
<tr>
<th>Total FTE</th>
<th>2015 Actual</th>
<th>2016 Plan</th>
<th>2020 Plan</th>
<th>5-year Growth</th>
<th>~ % Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>St George*</td>
<td>39,011</td>
<td>38,668</td>
<td>38,325</td>
<td>(686)</td>
<td>(2%)</td>
</tr>
<tr>
<td>UTM</td>
<td>11,405</td>
<td>11,904</td>
<td>12,791</td>
<td>1,386</td>
<td>12%</td>
</tr>
<tr>
<td>UTSC</td>
<td>10,486</td>
<td>10,841</td>
<td>11,686</td>
<td>1,200</td>
<td>11%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>60,902</strong></td>
<td><strong>61,413</strong></td>
<td><strong>62,802</strong></td>
<td><strong>1,900</strong></td>
<td><strong>3%</strong></td>
</tr>
</tbody>
</table>

* Full time UG enrolment in the Faculty of A&S at St. George will remain above current level until returning to original plans in 2019-20.
### Divisional undergraduate international plans

<table>
<thead>
<tr>
<th>Division</th>
<th>Total Enrolment</th>
<th>2015 Actual</th>
<th>2020 Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>APSE</td>
<td></td>
<td>28%</td>
<td>27%</td>
</tr>
<tr>
<td>A&amp;S</td>
<td></td>
<td>21%</td>
<td>25%</td>
</tr>
<tr>
<td>UTM</td>
<td></td>
<td>18%</td>
<td>19%</td>
</tr>
<tr>
<td>UTSC</td>
<td></td>
<td>16%</td>
<td>16%</td>
</tr>
</tbody>
</table>

2015 total international UG students = 13,288 (18.9%)

### International Students by Geographic Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Korea</td>
<td>601</td>
<td>6%</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>336</td>
<td>3%</td>
</tr>
<tr>
<td>Taiwan</td>
<td>299</td>
<td>3%</td>
</tr>
<tr>
<td>Pakistan</td>
<td>171</td>
<td>2%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>144</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>867</td>
<td>9%</td>
</tr>
</tbody>
</table>

Includes graduate and undergraduate for 2015-16

### 2015-16 UTSC Graduate Enrolment

<table>
<thead>
<tr>
<th>Program Type</th>
<th>2015-16 FTE</th>
<th>Projected 2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof Masters (Env. Sci)</td>
<td>88</td>
<td>95</td>
</tr>
<tr>
<td>DS Masters UTSC (Psych &amp; Behavioural Sci)</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>DS Masters tri-campus *</td>
<td>32</td>
<td>n/a</td>
</tr>
<tr>
<td>PhD UTSC (Psych &amp; Env. Sci)</td>
<td>56</td>
<td>70</td>
</tr>
<tr>
<td>PhD tri-campus *</td>
<td>93</td>
<td>n/a</td>
</tr>
<tr>
<td>TOTAL</td>
<td>279</td>
<td></td>
</tr>
</tbody>
</table>

* As per self-declared code in student system

### 2016-17 sources of revenue

#### UofT

- **Provincial**: 28%
- **Students**: 59%
- **Other**: 13%

#### UTSC

- **Provincial**: 28%
- **Students**: 67%
- **Other**: 6%
The changing revenue landscape
(excludes divisional income)

Projected Revenue Growth Rates
(with division-level distribution)

Preliminary Faculty and Staff Hiring Plans at UTSC

What makes up university-wide costs?
2016-17 University-Wide and Campus Costs

- UWC Rate: 30.0%
- Campus Cost Rate: 15.4%
  
- Expenditure: $58 million in 2014-15

UofT “Student Access Guarantee”

- $38 million spent beyond required
- $27.0 million spent discretionary
- $10.6 million spent on direct entry programs
- $20.3 million spent on required programs

University Fund Allocations $19m

- Excellence in Education $5.35m
- Excellence through Access & Diversity $3.3m
- Research Excellence $4.8m
- Structural Budget Support $5.7m

2016-17 UF Allocations to UTSC: $3.3m

- Capital matching: $2.0m
- Dean’s fund: $1.0m
- Student academic progress (3 positions): $300k

Access to pooled funds:
  - Diversity hiring
  - Start-up funds
  - Interdivisional teaching
  - Data science
  - Graduate innovation
### UF Allocations to UTSC ( $19.2M)

<table>
<thead>
<tr>
<th>Year</th>
<th>UF Base</th>
<th>OTO Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-08</td>
<td>$1.0</td>
<td></td>
</tr>
<tr>
<td>2008-09</td>
<td>Re-balancing</td>
<td>$1.4</td>
</tr>
<tr>
<td>2009-10</td>
<td>$1.1</td>
<td></td>
</tr>
<tr>
<td>2010-11</td>
<td>$2.2</td>
<td></td>
</tr>
<tr>
<td>2011-12</td>
<td>$1.0</td>
<td></td>
</tr>
<tr>
<td>2012-13</td>
<td>$1.7</td>
<td></td>
</tr>
<tr>
<td>2013-14</td>
<td>$0.8</td>
<td></td>
</tr>
<tr>
<td>2014-15</td>
<td>$0.2</td>
<td>$2.0</td>
</tr>
<tr>
<td>2015-16</td>
<td>$0.5</td>
<td>$2.0</td>
</tr>
<tr>
<td>2016-17</td>
<td>$1.3</td>
<td>$2.0</td>
</tr>
</tbody>
</table>

UF allocations to UTSC to date are 16% of total UF since 2007-08; UTSC’s revenue is 12% of the total university.