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 Verbrugghe, 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 presentation\(^1\) 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.


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.
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

Our Current Catchment

- GTA undergraduate student locations based on given addresses as of Fall 2015.

GTA Catchment for UTSC

- Percentage Growth from 2013 to 2041, 18-20 Year Olds
- Change in Population from 2013 to 2041, 18-20 Year Olds
- Percentage of UTSC New Student Intake: Fall 2015

Data Sources:
- COU 2014 Population Estimates
UTSC Fall 2015 Undergraduate Headcount
Enrolment by Departmental Grouping

<table>
<thead>
<tr>
<th>Department</th>
<th>Enrolment</th>
</tr>
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<tbody>
<tr>
<td>Social Sciences</td>
<td>2,317</td>
</tr>
<tr>
<td>Management</td>
<td>1,804</td>
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<tr>
<td>Humanities</td>
<td>1,716</td>
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<tr>
<td>Psychology</td>
<td>1,641</td>
</tr>
<tr>
<td>Computer &amp; Math-Sci</td>
<td>1,613</td>
</tr>
<tr>
<td>Biological Sciences</td>
<td>1,562</td>
</tr>
<tr>
<td>Unspecified</td>
<td>1,526</td>
</tr>
<tr>
<td>Physical &amp; Econ-Sci</td>
<td>1,032</td>
</tr>
<tr>
<td>Non-Degree Students</td>
<td>161</td>
</tr>
</tbody>
</table>

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

UTSC - 2 Phase Growth Plan

Phase 1: 2003-2008  
Phase 2: Planned Growth over 2020-21

International Students
From ABR Divisional Statistics

% UG International Fall FTEs of Total UTSC Fall FTEs

Capital Investments at UTSC since 2003
in millions

<table>
<thead>
<tr>
<th>Project</th>
<th>Proposed</th>
<th>Open Date</th>
<th>Approved Cost</th>
<th>Actual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Resource Center</td>
<td>1,999</td>
<td>2003</td>
<td>24.0 $</td>
<td>20.0 $</td>
</tr>
<tr>
<td>Foley Hall (Phase 4 Residence)</td>
<td>1,999</td>
<td>2003</td>
<td>16.0</td>
<td>16.0</td>
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<tr>
<td>Social Science Building</td>
<td>2,300</td>
<td>2003</td>
<td>16.0</td>
<td>16.0</td>
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<tr>
<td>Arts &amp; Administration Building</td>
<td>2,700</td>
<td>2005</td>
<td>15.5</td>
<td>15.5</td>
</tr>
<tr>
<td>Science Research Building</td>
<td>2,979</td>
<td>2008</td>
<td>20.4</td>
<td>20.0</td>
</tr>
<tr>
<td>Student Center</td>
<td>2,439</td>
<td>2004</td>
<td>14.0</td>
<td>14.0</td>
</tr>
<tr>
<td>Social Science Building</td>
<td>2,979</td>
<td>2008</td>
<td>37.0</td>
<td>36.5</td>
</tr>
<tr>
<td>Instructional Center</td>
<td>7,652</td>
<td>2011</td>
<td>62.0</td>
<td>61.5</td>
</tr>
<tr>
<td>Environmental Science &amp; Chemistry Building</td>
<td>6,169</td>
<td>2015</td>
<td>65.0</td>
<td>64.2</td>
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<tr>
<td>Highland Hall</td>
<td>6,490</td>
<td>2010</td>
<td>78.0</td>
<td>76.4</td>
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<tr>
<td>Instructional Center</td>
<td>7,652</td>
<td>2011</td>
<td>62.0</td>
<td>61.5</td>
</tr>
<tr>
<td>Science Research Building</td>
<td>2,979</td>
<td>2008</td>
<td>37.0</td>
<td>36.5</td>
</tr>
<tr>
<td>Mechanical Upgrades</td>
<td>Various</td>
<td>Various</td>
<td>12.2</td>
<td>11.6</td>
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<tr>
<td>Electrical Upgrades</td>
<td>Various</td>
<td>Various</td>
<td>8.2</td>
<td>7.8</td>
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</table>

62,772 $       660.7 $       541.6 $
Improving UG Entering Averages

Arts & Science Entering Average Marks

Data Source: UofT Performance Indicators for Governance

Student: Faculty Ratio

From ABR Divisional Statistics

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<tbody>
<tr>
<td>UTSC</td>
<td>30.4</td>
<td>29.8</td>
<td>30.1</td>
<td>30.2</td>
<td>30.2</td>
<td>31.9</td>
</tr>
<tr>
<td>FAS</td>
<td>27.7</td>
<td>28.2</td>
<td>29.3</td>
<td>29.5</td>
<td>29.0</td>
<td>30.3</td>
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<tr>
<td>UTM</td>
<td>35.1</td>
<td>36.0</td>
<td>36.7</td>
<td>35.8</td>
<td>35.1</td>
<td>35.7</td>
</tr>
<tr>
<td>U of T</td>
<td>24.4</td>
<td>24.4</td>
<td>25.5</td>
<td>25.7</td>
<td>25.7</td>
<td>26.1</td>
</tr>
</tbody>
</table>

University Fund

From ABR Divisional Statistics

% of Academic Gross Budget Supported by University Fund

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<tbody>
<tr>
<td>UTSC</td>
<td>5.0%</td>
<td>4.5%</td>
<td>4.3%</td>
<td>4.6%</td>
<td>4.4%</td>
<td>4.0%</td>
</tr>
<tr>
<td>UofT Avg</td>
<td>11.8%</td>
<td>12.0%</td>
<td>11.6%</td>
<td>10.8%</td>
<td>10.1%</td>
<td>9.7%</td>
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Long-Term Debt

Long-Term Debt Balances

Annual Debt Services as a Percentage of Net Expense Budget

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