

UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

FEBRUARY 1, 2017

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on February 1, 2017 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Professor Hugh Gunz, Chair
Mr. Nykolaj Kuryluk, Vice-Chair
Professor Ulli Krull, Interim Vice-President & Principal
Dr. Kelly Akers
Ms Megan Alekson
Ms Teresa Bai
Mr. Jeff Collins
Mr. Paul Donoghue, Chief Administrative Officer
Professor Amrita Daniere, Vice-Principal Academic & Dean
Mr. Simon Gilmartin
Mr. Tarique Khan
Professor Angela Lange
Professor Joseph Leydon
Mr. Jay Nirula
Mr. Alex Paquette

Dr. Laura Taylor
Mr. Glenn Thompson
Mr. Douglas Varty
Mr. Jose Wilson

Regrets:

Ms Shelley Hawrychuk
Ms Kristina Kaneff
Ms Farah Noori
Professor Judith Poë
Professor Holger Syme
Mr. Ricardo Vazquez
Ms Samra Zafar

In Attendance:

Ms Nour Alideeb, President, UTMSU
Ms Vicky Jezierski, Director, Hospitality & Retail Operations
Mr. Chris Lengyell, Acting Director, Student Housing & Residence Life
Mr. Chad Nuttall, Director, Student Housing & Residence Life
Mr. Mark Overton, Dean of Student Affairs

Secretariat:

Ms Cindy Ferencz Hammond, Director of Governance, UTM, Assistant Secretary of the Governing Council
Ms Mariam Ali, Governance Coordinator

The meeting began *in camera*.

1. Appointment: Vice-Chair of the Academic Affairs Committee

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED,

THAT Dr. Laura Taylor be appointed to serve as Vice-Chair on the UTM Academic Affairs Committee, effective immediately, for the remainder of the 2016-17 governance year.

The Committee moved into open session.

1. Chair's Remarks

The Chair thanked Vice-Chair, Mr. Nykolaj Kuryluk for taking the Chair in his absence at the previous Campus Council and Agenda Committee meetings. The Chair welcomed members and guests to the open session meeting and congratulated Dr. Laura Taylor on her appointment as Vice-Chair of the Academic Affairs Committee. He also provided an overview of the available positions during the 2017 Elections, noting that the voting period would begin on Monday, February 6, 2017 and close on Friday, February 17, 2017. The Chair encouraged members to vote and participate in the governance process. The Chair noted a slight change in the agenda in that the UTMSU had informed the Secretariat that they would withdraw their presentation, previously on the agenda, under *Other Business*.

2. International Strategic Plan - Consultation Draft

The Chair invited Professor Ted Sargent, Vice-President International to provide Council an overview of the University's international strategic plan¹, in the consultation stage. Professor Sargent advised members that his office was currently developing new priorities on internationalization activities and consulting across the U of T community, looking to incorporate feedback into the International Strategic Plan, which would be published in June, 2017. His presentation included the following key points:

- Goals of internationalization: Respond to a growing need for global fluency, create a global impact in the world's most pressing issues, facilitate intercultural learning experiences and enhance U of T's global competitiveness to recruit the best talent;
- Key priorities that had already been identified, were to increase diversity of the international student body, to increase outbound international experiences for students and to prioritize and invest in key strategic partnerships;
- A series of U.S. recruitment panels had already taken place in New York, Boston and Washington, with more planned in the near future. The goal of these was primarily to elevate U of T's brand profile in the U.S. by partnering with alumni and faculty to showcase the university's excellence;
- There had been a 60% increase in the number of applications from the U.S. since last year, and Professor Sargent noted that American students normally apply to a much larger number of universities than Canadian students. The priority now would be to increase the conversion rate of this applicant pool;
- The number of international mobility experiences experienced by U of T undergraduate students was at 16%, and had remained static for the last 5 years. Institutions like the University of British Columbia were able to double such activity, and U of T's goal was to grow this number substantially;
- To facilitate this growth, Professor Joseph Wong, Associate Vice-President and Vice-Provost, International Student Experience has spearheaded mobility experiences to Foudan University, China. There was also an increase in investments across divisions, including the International Education Centre at UTM, to understand barriers to international mobility;
- U of T had a large number of collaboration agreements, however many were under-utilized with lower activity rates. Rates of co-authorship with international authors were lagging behind peer Canadian institutions. There would be an increasing focus on bringing attention to international collaborations to increase U of T's global footprint in that area.

¹ A copy of the Draft International Plan presentation is attached as Attachment A.

A member asked how segmented international programs and services were between domestic and international students, in light of the very diverse domestic student population. Professor Sargent agreed that a large number of domestic students have had diverse international mobility experiences that provided an opportunity for leveraging intercultural learning in the classroom. In response to a member's concern regarding the lack of diversity of international student intake, Professor Sargent responded that increasing recruitment in the U.S. was a direct response to that risk. In addition, India was also being pursued as a viable international market due to changing demographic and affluence trends in that country.

In response to a member's question regarding how inbound students would access support for their day to day living needs, Professor Sargent explained that each division had programs and services in place to support such students.

A member asked if resources were already available or would be provided for faculty to experiment with new types of international mobility experiences and partnerships. Professor Sargent indicated that providing resourcing was one of the recommendations of the international strategic plan. He added that there were funds currently available through a competitive process from the Office of the Provost.

3. Report of the Interim Vice-President & Principal

Strategic Plan:

Professor Krull informed members that the Office of the VP Academic and Dean had circulated a revised vision and mission document that responded to the many suggestions and observations that were provided by members of the UTM community during the extensive consultation process. A Strategic Planning Task Force composed of members of the UTM community had also been established. Professor Krull explained that the Task Force will help develop the content of the UTM Academic and Strategic Plan. All departments and institutes are now preparing four-page strategic plans for submission. The Task Force will work with an external consultant, Karyn Dumble of The Monarch Park Group, who has had extensive experience in facilitating organizations that have a diverse composition of stakeholders to achieve effective strategic planning.

Other matters:

Professor Krull indicated that there was a potential for a robotics research cluster in collaboration with the Faculty of Applied Science and Engineering (FASE) and faculty in the Computer Science area. He noted that he would keep members informed about future developments on this collaborative project, which might introduce engineering in some form to the UTM campus.

The Principal also noted that the final report of the Steering Committee for the U of T Response to the Truth & Reconciliation Commission of Canada had been formally submitted to President Gertler in a ceremony on January 13, 2017. He added that the report listed 32 calls to action, and though not all would be possible to implement immediately, work had already begun on several initiatives at UTM.

Professor Krull noted that the search committee for the Vice-President & Principal had developed a position profile and issued a call for nominations with a closing date of January 23.

Capital projects:

Professor Krull noted that the implementation of the Sexual Violence Centre was underway at UTM for opening by the end of February. He noted that planning for the Science Wing and for the Meeting Place revitalization were continuing, with the intention of submitting proposals into governance in the next cycle. He also indicated that discussions had begun regarding the possibility of an Arts and Cultural Centre as the next major capital project, and that this would become a priority once the Science Wing and Meeting Place construction projects were well underway. Professor Krull noted that discussion with the UTMSU had been ongoing for some years about expansion needs and plans with respect to the Student Centre, and that the administration welcomed the response of the UTMSU about space planning to continue this process. Professor Krull relayed to members an exciting community collaboration that included discussions with SOTI Inc., a software company lead by UTM alumnus, Carl Rodrigues, to develop an entrepreneurship centre in Mississauga that was envisioned as being similar to the Google Campus.

UTM's 50th Anniversary:

Professor Krull informed members of a series of projects that were underway for UTM's 50th Anniversary. These included a legacy project to invest in outdoor art for the campus collection, a video-series that would highlight research and project the impact of the research in the next 50 years, and highlights of 50 people who had influenced UTM in exceptional ways. The group of 50 includes faculty, staff, students, alumni and friends from the external community. For more information on projects and how members could contribute to the celebration, he invited members to visit the dedicated website to the anniversary at: www.utm.utoronto.ca/utm50

5. Enrollment - Overall Student Body Demographics

The Chair invited Ms Diane Crocker, Registrar & Director of Enrolment Management, for a briefing on UTM enrolment. The presentation² included the following key points:

- An overview of total and international student intakes was provided. UTM projected enrolment targets were flat;
- The admission averages had increased year over year, continually improving the quality of the class at UTM;
- A distribution of intake in the fall of 2016 by program of admissions was provided. It was indicated that social sciences was the largest pool;
- The data on country of citizenship demonstrated the diversity of students at UTM. Ms Crocker clarified that country of citizenship did not indicate whether students were international students;
- Reducing the time to graduate was a priority for the Registrar's office, and the cumulative graduation rate indicated that progress had been made in the last several years. Programs that had deregulated fees generally had better graduation rates as they were more expensive and highly structured programs. The emphasis was being placed on reducing time to graduate for social science programs;
- Overall, UTM was receiving large numbers of Ontario High School applications, and was up 13% in first choice and 10% in all choices.

² A copy of the Enrolment presentation is attached as Attachment B.

In response to a member's question regarding the process for determining how many spots were allocated for domestic and international students, Ms Crocker explained that there were four rounds of offers for admission. After each offer, the enrolment targets would be assessed, and required constant statistical analysis. The Registrar added however that it was difficult to know whether students coming from Ontario High Schools were international students therefore it was difficult to accurately determine the balance of international and domestic intake.

A member inquired into graduate enrolment and whether there was demographic and programmatic information available for this group. Ms Crocker advised that the information regarding graduate students had improved this year as the number of UTM affiliated graduate students was increasing. Once graduate students affiliated with UTM, administrators were able to gather more data. The member pointed out that a concentrated effort was being made by UTMAGS to ensure that graduate students were affiliated as this impacted the level of funding the association received from the Graduate Student Union.

In response to a question regarding grade inflation, Ms Crocker advised that there was no evidence to show that this was occurring on a large scale. The issue of grade inflation may actually have decreased in recent years as feeder schools realized that it was not helpful for their students once they were in the academically rigorous environment such as at UofT.

A member asked if the growth in the Department of Mathematical and Computational Sciences was a result of targeted promotion or other reasons. Ms Crocker advised that the Department did an excellent job showcasing their programs to high school students, but that there was also a national trend of growth in that subject area.

6. 2017-18 Operating Plans: UTM Service Ancillaries

The Chair informed members that the Committee considered operating plans for all UTM service ancillaries on an annual basis. This year, the plans reported on actual financial results for 2015-16, the forecast for 2016-17 and projections for the five year period, 2017-18 to 2021-22. Only the proposed budget for 2017-18 was presented for approval. Professor Joseph Leydon, Chair of Campus Affairs Committee provided an overview of the discussion that had occurred on this item at that Committee.

Professor Leydon then invited Mr. Paul Donoghue, Chief Administrative Officer, to present the item³. Mr. Donoghue reminded members of the university's four financial objectives for service ancillaries: operate without subsidy; provide for capital renewal; maintain a 10 percent operating reserve; and, having achieved all of these objectives, to contribute to the operating budget. It was pointed out that the ancillary services at UTM do not contribute towards the operating budget. Mr. Donoghue noted that prior to being submitted to the governance, a number of bodies were consulted and provided input into the budgets, which included the review of Residence and Meal plans, Food Services and Parking with their respective advisory committees. Mr. Donoghue summarized that the 2017-18 parking budget proposed a 3% permit price increase and Pay & Display daily maximum rates would remain the same as in 2016-17. Residence rates were set to increase by 5% in 2017-18 and meal plan rates included a 3.7% increase.

During discussion, the following key points were made:

- Historically, demand for parking has been such that for every 100 people on campus -- students, faculty, and staff -- 25 parking spaces were needed. In recent years this has declined to 17 spaces per 100 people on campus, and has remained steady at this figure;

³ A copy of this Presentation is attached as Attachment B.

- The biggest factors in bringing that demand down, have been increased public transit routes (MiWay) and negotiation of the UPass (UTMSU & MiWay).
- Market comparisons were compiled every year for Residence costs, which factored in services that were not available to students in off campus housing such as 24 hour crisis support, high speed Wi-Fi and more;
- The 5% increase to residence was primarily related to significant maintenance expenses of older buildings;
- Advisory Committees had all considered various funding strategies as part of their review of the ancillary budgets;
- A member voiced concerns regarding the increasing cost of life for graduate students when weighed against their salaries. He recognized efforts on the part of administration to accommodate graduate students, however increasing costs made it difficult to come to university and complete their research. The member wished that the University would provide more grants and scholarships for graduate and undergraduate students or they would no longer be able to afford living in residence;
- A member noted that in order for U of T to be considered a world class university, it must look to different funding models that prioritized students and would eliminate the need for students to pay for ancillaries.

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT, subject to confirmation by the Executive Committee,

THAT, the proposed 2017-18 Operating Plans and Budgets for the UTM Service Ancillaries, as summarized in Schedule 1, the service ancillary capital budgets as summarized in Schedule 5, and the rates and fees in Schedule 6, as recommended by Mr. Paul Donoghue, Chief Administrative Officer, in the proposal dated November 21, 2016 be approved, effective May 1, 2017.

7. Revision to the UTM Academic Affairs Committee *Terms of Reference*

The Chair explained that this item was for information and that the Governing Council has established Boards and Committees and assigned responsibilities among those bodies through their terms of reference. In response to changing circumstances, including the need for some routine, minor changes, the Governing Council has periodically approved changes in Board and Committee terms of reference. The Chair then invited Ms Cindy Ferencz Hammond, Director of Governance and Assistant Secretary of the Governing Council to present the item. Ms Ferencz Hammond advised members the proposed changes to the membership composition of the UTM Academic Affairs Committee were in light of changes to the organizational structure of the UTM Office of the Dean. The two newly created positions: Vice-Dean, Academic Experience and Vice-Dean, Teaching & Learning would replace the eliminated positions of Vice-Dean, Undergraduate and Vice-Dean Graduate.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 10 - Report of the Previous Meeting, be approved.

8. Report on UTM Capital Projects – as at December 31, 2016 (for information)

9. Reports for Information

- a) Report 21 of the Agenda Committee (January 18, 2017)
- b) Report 20 of the Campus Affairs Committee (January 11, 2017)
- c) Report 19 of the Academic Affairs Committee (January 9, 2017)

10. Report of the Previous Meeting: Report 20 - December 7, 2016

11. Business Arising from the Report of the Previous Meeting

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

The Chair reminded members that the next meeting of the Council was scheduled for Thursday, March 2, 2017 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

13. Question Period

A member asked senior administration whether members of the student body had avenues to fundraise for their own priorities. Professor Krull advised that the Advancement team had a process for prioritizing fundraising activities, with research taking a primary role, but also included scholarship programs. He explained that fundraising for scholarships worked best when the University was able to match funds donated for trust and endowment funds. Professor Krull added that in the current environment, fundraising efforts had been difficult, and encouraged members to inform senior administration of any potential donors. He highlighted one example of a current fundraising priority to members in the form of the Centre for Medicinal Chemistry, which was associated with five endowed faculty positions. Efforts were being made to leverage these positions to create associated funding for graduate students.

14. Other Business

There were no items of other business.

The meeting adjourned at 6:25 p.m.

Secretary

February 8, 2017

Chair