

UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUCIL

MAY 29, 2018

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on May 29, 2018 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Nykolaj Kuryluk, Chair
Ulli Krull, Vice-President & Principal
Jeff Collins
Kayla Dias
Amrita Daniere, Vice-Principal Academic
& Dean
Dario Di Censo
Ivana Di Millo
Shelley Hawrychuk
Joseph Leydon
Jay Nirula
Lisa Petrelli
Susan Senese, Interim Chief Administrative
Officer
Steven Short

Laura Taylor
Douglas Varty
Samra Zafar

Regrets:

Mohan Matthen, Vice-Chair
Kelly Akers
Megan Evans
Salma Fakhry
Simon Gilmartin
Tarique Khan
Teresa Lobalsamo
Ranim Miri
Judith Poë
Jose Wilson

In Attendance:

Christine Capewell, Director, Business Services
Alex Humphries
Jeff Lennon, Director, Academic Planning & Analysis
Vicky Jeziarski, Director, Hospitality & Retail Operations
Lorretta Neebar, Registrar & Director, Enrolment Services
Sue Prior, Manager, Alumni Development, Office of Advancement
Cheryl Regehr, Vice-President & Provost
Macarena Sierra, Director of Development, Office of Advancement
Andrew Stelmacovich, Executive Director of Advancement
Jane Stirling, Director, Communications
Anthony Wensley, Member of the Academic Affairs Committee

Secretariat:

Cindy Ferencz Hammond, Director of Governance, UTM, Assistant Secretary of the
Governing Council
Alexandra Di Blasio, Governance Coordinator, UTM

The meeting began *in camera*.

1. Appointments: 2018-19 University of Toronto Mississauga Campus Council Members Standing Committee Assignments

On motion duly moved, seconded, and carried.

YOUR COMMITTEE APPROVED,

That the recommended appointments of members of the UTM Campus Council to the Standing Committees and related leadership roles, as recommended by the Nominating Committee, and as specified in the documentation dated May 16, 2018, be approved for one-year terms, effective July 1, 2018.

The Committee moved into open session.

2. Chair's Remarks

The Chair welcomed members and guests to the last meeting of the academic year. He thanked members for their continued interest in governance and for their valuable advice and oversight to administrators on matters of importance to UTM.

The Chair recognized the three recipients of the 2018 Alumni Awards of Distinction. He congratulated member of Council, Mr. Dario Di Censo on being awarded the J. Tuzo Wilson Distinguished Alumni Award, in recognition of his dedication to community service and distinction in his professional field. Ms Pacinthe Mattar received the Desmond Parker Outstanding Young Alumni Award, for her demonstrated excellence in community service and professional achievement. The Honorable William G. Davis received the Paul W. Fox Award, in recognition of his exemplary service to UTM. The Chair encouraged members to attend the reception to honour the award recipients to be held at Listlehurt on May 31 at 6:30 p.m.

In remembrance of Mr. W. John Switzer, a champion of the University and a dedicated alumnus and volunteer to UTM, the Chair noted with great sadness that he had passed away. He added that Mr. Switzer was a true gentleman in every sense, and that he would be greatly missed.

3. Report of the Vice-President & Principal

a. Academic Priorities for Fundraising: Andrew Stelmacovich, Executive Director of Advancement

The Chair informed members that the presentation and discussion would provide an overview of academic priorities for fundraising, and provide details regarding the alumni strategic plan. He then invited Mr. Andrew Stelmacovich, Executive Director of Advancement to present¹. The presentation detailed how academic priorities had been translated into UTM's funding priorities, provided an update on UTM's Boundless Campaign, and gave an overview of new initiatives, including a three-year strategic plan for Alumni Relations.

¹ The presentation is attached as Attachment A

Mr. Stelmacovich explained that the process of identifying and establishing fundraising priorities had been a collaborative effort across the University, and had engaged multiple stakeholders. He noted that the Office of Advancement derived fundraising priorities from UTM's academic plan. Projects had been filtered through various approval pathways to ensure that they aligned with the divisional strategic plan, maintained strong market appeal, and further supported broader University priorities. Mr. Stelmacovich emphasized that all academic priorities that received philanthropic support had been approved by UTM's Vice President & Principal, and ultimately the Provost.

Mr. Stelmacovich provided an update on the Boundless Campaign, UTM's largest campaign to date. Launched in 2012, the Boundless Campaign had focused on the themes of preparing global citizens and meeting global challenges. It had surpassed its fundraising goal of \$60 million, with a total result of \$68.8 million raised. Of these funds, 44% had been allocated to infrastructure, 32% to programs and research, and 24% to human capital. A total of \$5 million had been raised for undergraduate and graduate student scholarships and awards. Mr. Stelmacovich stated that approximately 2,300 donors contributed to the Boundless Campaign, and noted the significant role alumni had played in fundraising efforts.

Mr. Stelmacovich informed members that UTM's next campaign would emphasize UTM's impact on the community. The Centre for Medicinal Chemistry Campaign (CMC) was approved as a fundraising priority, targeted to raise \$42 million by 2021. Funds raised through the CMC would support construction of the new Science building. Mr. Stelmacovich noted that fundraising would primarily be supported by principal gift investments between \$3 million and \$15 million from high net worth individuals, as well as major and annual gifts. He noted other potential fundraising projects, including the creation of a new robotics lab in consultation with the Department of Mathematical and Computational Sciences, as well as funding for an urban art exhibition, *The Work of Wind: Air, Land, Sea* in collaboration with the Blackwood Gallery.

Mr. Stelmacovich discussed the Alumni Relations Strategic Plan (ARSP), which had recently been developed. It expanded on the current areas of the Alumni Relations Program and introduced new initiatives focused on increasing alumni engagement both on and off campus. The ARSP identified alumni activity within the context of institutional and divisional goals. Overall, the ARSP outlined 37 new initiatives and the plan was to be implemented over the next three years.

A member asked if the heavy focus on fundraising in the sciences would create an imbalance in the student experience for undergraduates. The member further clarified that students in the humanities may not have had the same access to innovative and emerging resources as students in the sciences. Mr. Stelmacovich indicated that the overview he had provided was a snapshot of current and future initiatives, and that the current phase was a step in a much longer process. He further stated that entering a new campaign created an ideal opportunity to review the academic plan and identify opportunities for the next campaign, which was expected to be more robust in scope.

A member referenced the fundraising breakdown of the CMC, which allocated \$22 million to human capital and \$20 million to the Science building. The member asked how human capital

was defined and how funds were to be used in that category. Mr. Stelmacovich indicated that a \$5 million endowment was allocated for a Director position of the Centre, four allocations of \$3 million were for Chairs to support principal investigators, and \$5 million was allocated to support undergraduate and graduate scholarships.

The Chair invited Professor Krull to provide his report.

Professor Krull addressed recent senior administrative appointments at UTM. Professor Kent Moore from the Department of Chemical and Physical Sciences had been appointed as UTM's next Vice-Principal, Research, for a three-year term starting July 1, 2018. Professor Moore had varied administrative experience at both UTM and the Faculty of Arts and Sciences and had led international collaborations pertaining to his research in the area of climate change. Professor Krull further announced that Professor Alexandra Gillespie, Chair of the Department of English and Drama had been appointed as Special Advisor to support research initiatives for a three-year term starting July 1, 2018. Working directly with the Vice-Principal, Research, Professor Gillespie's areas of focus would include the development of research opportunities in the humanities and interpretive social sciences with the advancement of proposals geared towards internal and external funding. Professor Krull thanked Professor Bryan Stewart, Vice-Principal, Research, for his dedication and many accomplishments in the portfolio. Professor Krull noted that during his term, Professor Stewart introduced the Research Council, authored major grant proposals, provided a series of financial support programs for faculty and students, and stimulated celebration of research accomplishments through many on-campus events.

Professor Krull further announced the appointment of Ms Saher Fazilat as UTM's next Chief Administrative Officer, beginning August 20, 2018. Ms Fazilat's previous experience included almost 20 years in leadership roles in both public and academic settings, having served at the University of Western Ontario and Ryerson University, and with municipal governments in Toronto and Oakville. Professor Krull thanked Ms Susan Senese, Interim Chief Administrative Officer, for her dedication to the position. He noted that Ms Senese entered the position during a very challenging time, while several major capital projects were underway and being proposed and multiple units underwent restructuring. He commended Ms Senese for her achievements and thanked her for her commitment to the role.

Professor Krull indicated the UTM website redesign was underway, which was a joint initiative between the Office of Communications and a project management team within Information & Instructional Technology Services (I&ITS). He indicated that the project was scheduled to rollout in three phases. Various stakeholder groups would be consulted during the project and an external consultant would assist in the design of the website. He notified Council members that input from the UTM community regarding website direction was valued and could be submitted online. Project updates would be provided through the redesign website, social media platforms, and town hall presentations.

Professor Krull identified an ongoing issue of crowding in the library, which had been exacerbated by the temporary closure of the Meeting Place due to renovations. In order to mitigate this issue, efforts had been made to provide more temporary seating space on campus.

There would also be an increased presence of patrolling officers to offer a greater sense of safety and security as more temporary spaces were introduced.

Professor Krull informed members of UTM's goal to further diversify the international student body to ensure increased global representation at the University. Efforts included actively campaigning for the strongest students in countries underrepresented in the current international student population, with an emphasis on countries that had existing alumni connections.

Professor Krull announced that the 1976 Bachelor of Commerce Class created a Boundless Promise Award worth \$25,000 to support UTM commerce students with financial need. As part of the Boundless Promise Program, the award had a \$2,000 annual payout. Professor Krull noted the award was the first ever created by a graduating class, the members of which would have attended the campus when it was known as Erindale College.

Professor Krull indicated that a convocation review was underway. The primary issue under consideration was how to manage the increasing number of students in attendance at convocation ceremonies given the rate of expansion of the University. UTM convocation spanned four ceremonies annually, with increased pressure placed on administration and facilities. Professor Krull asked members of the UTM community to share their opinions regarding the future of UTM convocation. The Convocation Advisory Review Committee would welcome input from the University community through an online form (<https://uoftgc.wufoo.eu/forms/u-of-t-convocation-review-2018/>), by November 30, 2018. A member expressed his strong opinion that all convocation ceremonies should take place in Convocation Hall.

4. UTM Campus Operating Budget - Allocation of Funds: Presentation by Cheryl Regehr, Vice-President & Provost & Jeff Lennon, Director, Academic Planning & Analysis

The Chair invited Ms Cheryl Regehr, Vice-President & Provost, & Mr. Jeff Lennon, Director, Academic Planning & Analysis to present². The presentation provided an overview of the 2018-19 Budget, including University revenues, expenses and priorities. As part of the presentation, Mr. Lennon reported on current enrolment trends and targets and commitments to student aid. He outlined the University Fund allocations to UTM, which included a \$1 million contribution to the 2018-19 base budget towards research support. He also highlighted central program allocations from 2016-17 and 2017-18 for various programs and initiatives such as faculty positions, experiential learning and innovation projects.

A member asked if savings are tracked along the way or if they are built into the budget. Ms Regehr advised that the budget was a distributed budget, and therefore the process was not to roll up savings that occurred across the University. She further indicated that one pillar of the budget review process was an efficiencies pillar, which served to identify where savings could be found across the University.

CONSENT AGENDA

² The presentation is attached as Attachment B

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 7 – Report of the Previous Meeting, be approved

- 5. Report on UTM Capital Projects** – as at April 30, 2018 (for information)
- 6. Reports for Information**
 - a. Report 30 of the Agenda Committee (May 16, 2018)
 - b. Report 27 of the Academic Affairs Committee (May 7, 2018)
 - c. Report 29 of the Campus Affairs Committee (May 3, 2018)
- 7. Report of the Previous Meeting:** Report 29 - April 18, 2018
- 8. Business Arising from the Report of the Previous Meeting**
- 9. Date of the Next Meeting** – Wednesday, June 20, 2018 at 4:10 p.m.(reserve date)

The Chair reminded members that the next meeting of the Council was scheduled for Wednesday, June 20, 2018 at 4:10 p.m., which was a reserve date that likely would not be required. He advised that the Secretariat would provide notice if the reserve meeting dates were to be cancelled.

10. Question Period

There were no questions.

11. Other Business

The Chair thanked the Chairs and Vice-Chairs of the standing committees for their time and effort devoted to the committees throughout the year. He also thanked the assessors to the bodies for their diligence in bringing business forward for governance consideration, namely Professor Ulli Krull. He additionally thanked members who had served on Council over the past year and recognized those whose terms had ended. The Chair further recognized the support received from I&ITS during meetings throughout the year. He additionally thanked the Secretariat for continued support and contributions, and welcomed Ms Alexandra Di Blasio as the new Governance Coordinator.

The meeting adjourned at 5:21 p.m.

Secretary

Chair

June 7, 2018

ACADEMIC PRIORITIES FOR FUNDRAISING

May 29, 2018

Presentation to
UTM Campus Council

Andrew Stelmacovich
Executive Director of Advancement

AGENDA

- Boundless Campaign Update
- Preparing for the Next Campaign
- Alumni Relations Three-Year Strategy

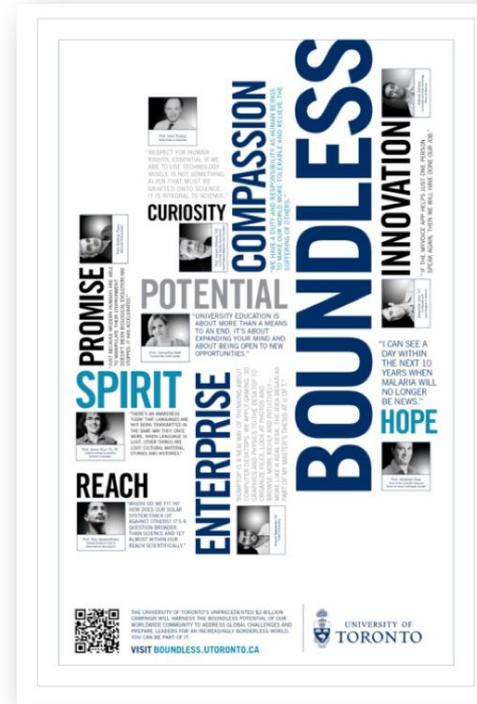
IDENTIFYING AND ESTABLISHING FUNDING PRIORITIES AT U OF T

All major and principal gifts funding opportunities must be approved:

- by VP and Principal
- by Provost

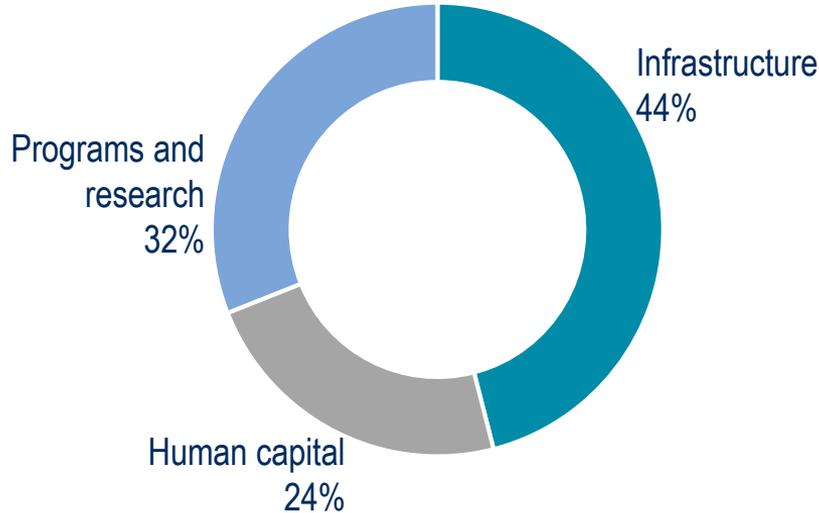
UTM BOUNDLESS CAMPAIGN: \$60 MILLION

- Preparing Global Citizens
- Meeting Global Challenges
- \$68,829,601
- 4 investments of \$5 million or more
- 4 investments between \$1M and \$5M
- 75 investments between \$25K and \$1M
- 2,365 investments below \$25K
- 2,299 donors
 - Alumni 69%
 - Friends 22%
 - Corporate, foundations and organizations 9%



UTM BOUNDLESS CAMPAIGN HIGHLIGHTS

Support directed to:



22% of investments have been allocated to endowed funds and **78%** have been deployed for immediate expenditure.

\$5 million raised in support of undergraduate and graduate student financial aid.

PREPARING FOR THE NEXT CAMPAIGN

Centre for Medicinal Chemistry (CMC)

\$42 Million

- Human Capital: \$22 Million
- Science Building: \$20 Million

PREPARING FOR THE NEXT CAMPAIGN

CMC Campaign Principal Gifts

- Investments between \$3 million and \$15 million
- High net-worth individuals

PREPARING FOR THE NEXT CAMPAIGN

CMC Campaign Major Gifts

- Investments between \$25,000 and \$3 million
- High net worth individuals, foundations, corporations and organizations

CMC Leadership and Annual Gifts

- Secure gifts below \$25,000 from a large pool of donors
- Alumni and friends

PREPARING FOR THE NEXT CAMPAIGN

CMC Campaign Critical Path:

- Prospect identification and research In Progress/Ongoing
- Prospective donor meetings May 2018 – November 2021
- Volunteer cabinet recruitment May 2018 – September 2019
- Speakers bureau (local, regional, international) May 2018 – November 2021
- Major brochure (case for support) May 2018 – August 2018
- Marketing and communications plan July 2018 – August 2018
- Architectural design December 2018 – January 2019
- Donor recognition plan December 2018 – January 2019

PREPARING FOR THE NEXT CAMPAIGN



ALUMNI RELATIONS

The Mutual Value Proposition

The University is a renewable resource for alumni to explore, create, and share in unique research and educational experiences. These distinctive experiences offer inherent opportunities that foster networks, connections and support.

Alumni are a renewable asset who extend the reach and reputation of UTM through their engagement and contributions on campus, or by their impact and achievements around the world. Both alumni and the University benefit through collaboration, strengthening of activities and programs that drive excellence. The mutual value proposition embodies **personal growth, professional development, pride, and contribution.**

ALUMNI RELATIONS

- Connect UTM alumni and friends with each other and the University
- Connect UTM alumni with students to support professional development and experiential learning
- Offer UTM alumni opportunities for service, leadership, and advocacy to help drive University aspirations and city building
- Create unique opportunities that connect alumni with UTM's research and teaching mission
- Celebrate, recognize and appreciate UTM alumni achievements
- Build a value proposition for alumni centred on career services
- Measure and set new benchmarks for deeper alumni engagement
- Exploit digital technology and social media to scale alumni engagement

ALUMNI RELATIONS

Engagement Pillars:

- Alumni-Student Connections
- Alumni Personal Growth and Professional Development
- Regional and International Alumni Relations
- Alumni Achievements, Service and Contributions
- Alumni Communications

ALUMNI RELATIONS

Alumni-Student Connections

- Student professional development (Backpack-to-Briefcase)
- Student Transition into Alumni (Last Lecture)
- Mentorship
- Career Planning
- Student Recruitment
- Alumni Job Shadowing
- Experiential Learning

ALUMNI RELATIONS

Alumni Personal Growth and Professional Development

- Unique learning opportunities (Classes without Quizzes)
- Alumni career services

ALUMNI RELATIONS

Regional and International Alumni Relations

- UTM Beyond the Campus
- Alumni experiential events

ALUMNI RELATIONS

Alumni Achievements, Service and Contributions

- Governance and advisory
- Alumni Awards of Distinction

ALUMNI RELATIONS

Alumni Communications

- Print communications (M Magazine)
- Digital communications
- Social media

ALUMNI RELATIONS

Alumni Engagement Metrics

- Alumni event attendance
- Alumni giving
- Alumni volunteers

Questions?

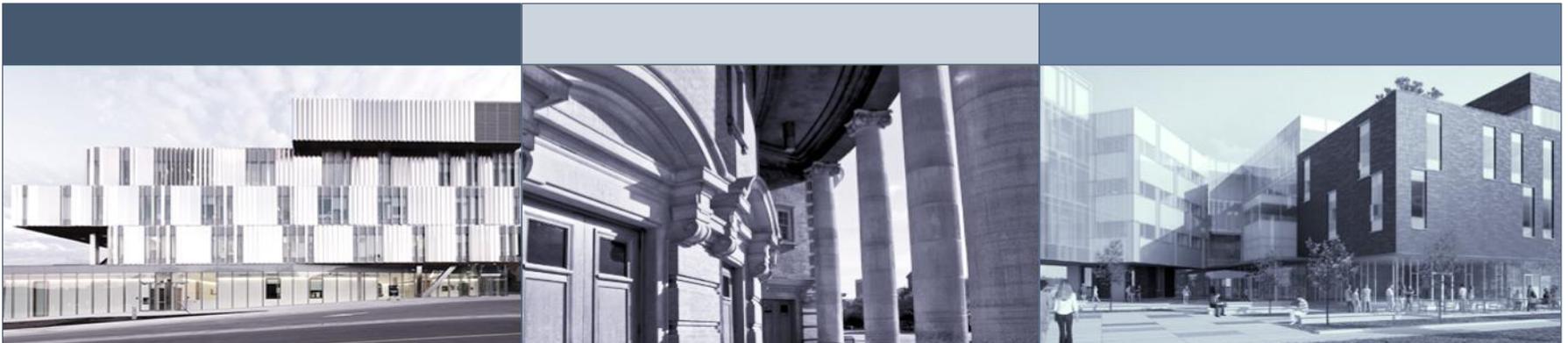


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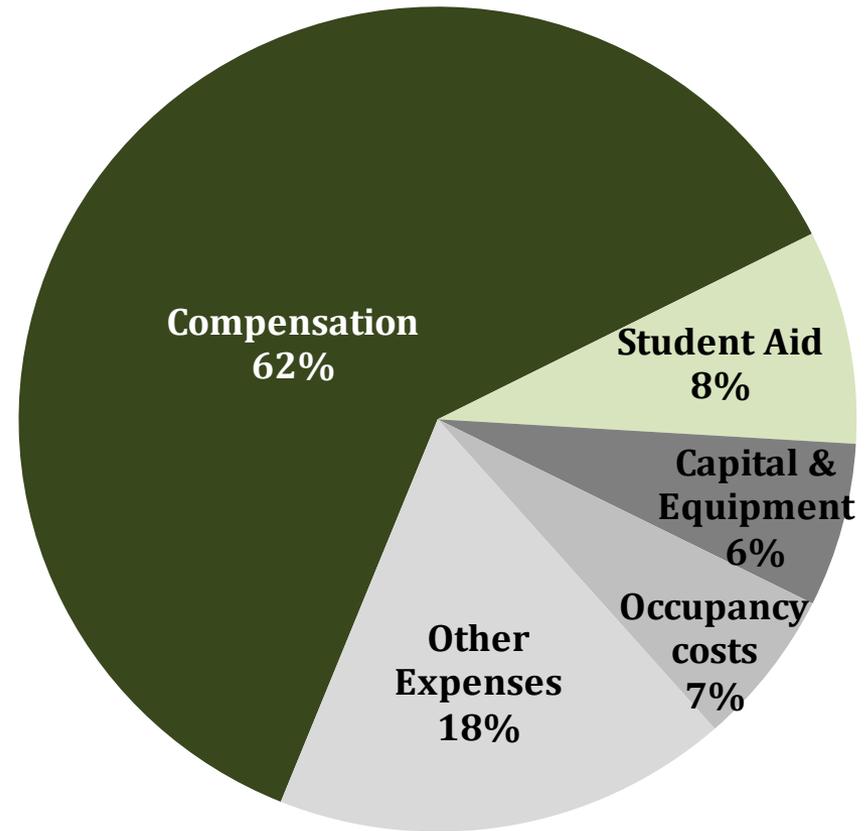
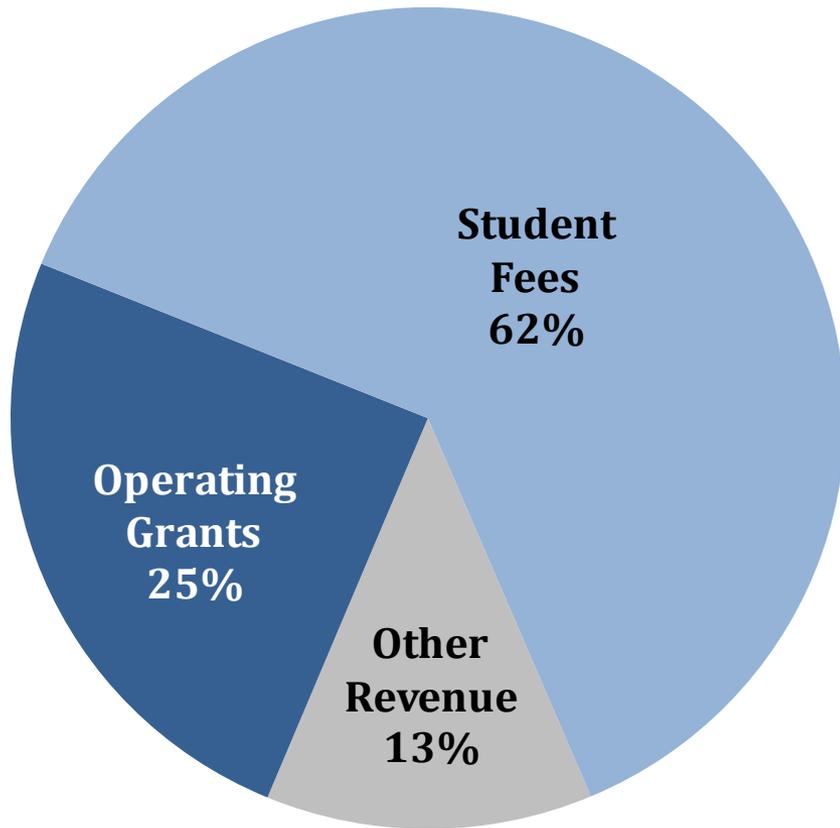
Budget 2018-19

UTM Campus Council

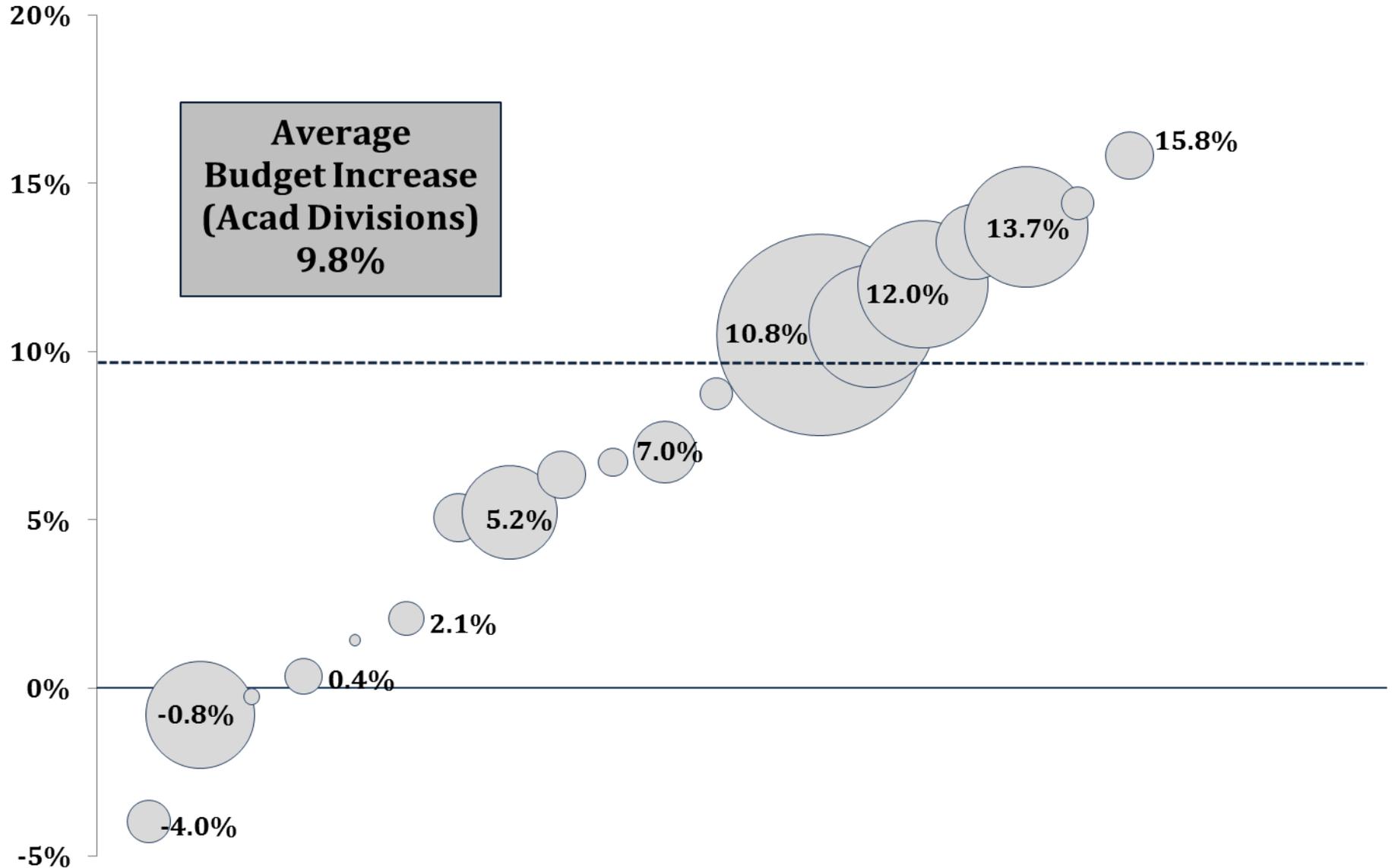
May 29, 2018



Balanced Budget for 2018-19 - \$2.68 billion

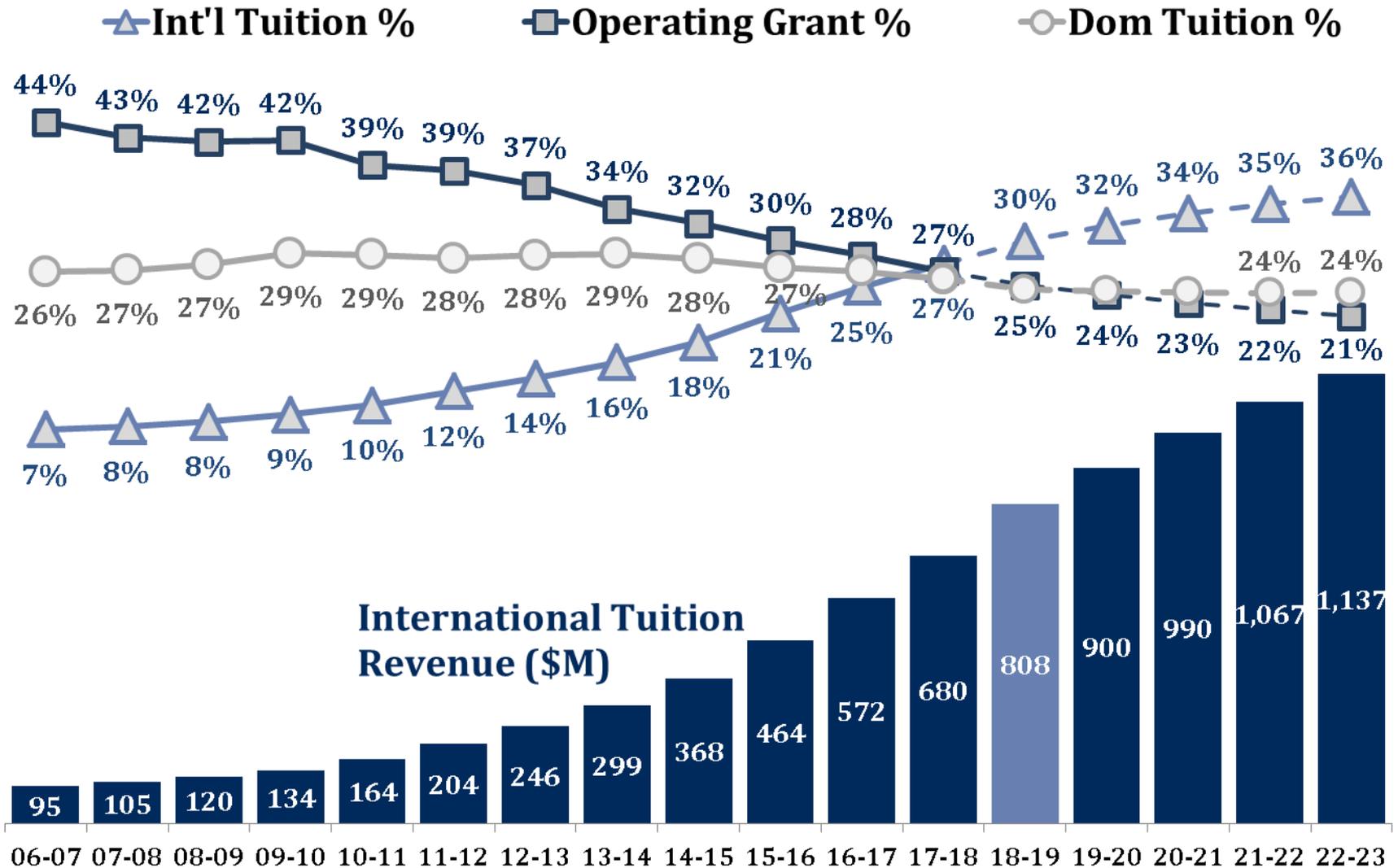


Variation in Growth of Divisional Expense Budgets (i.e. Revenue less University-wide Costs and Student Aid)

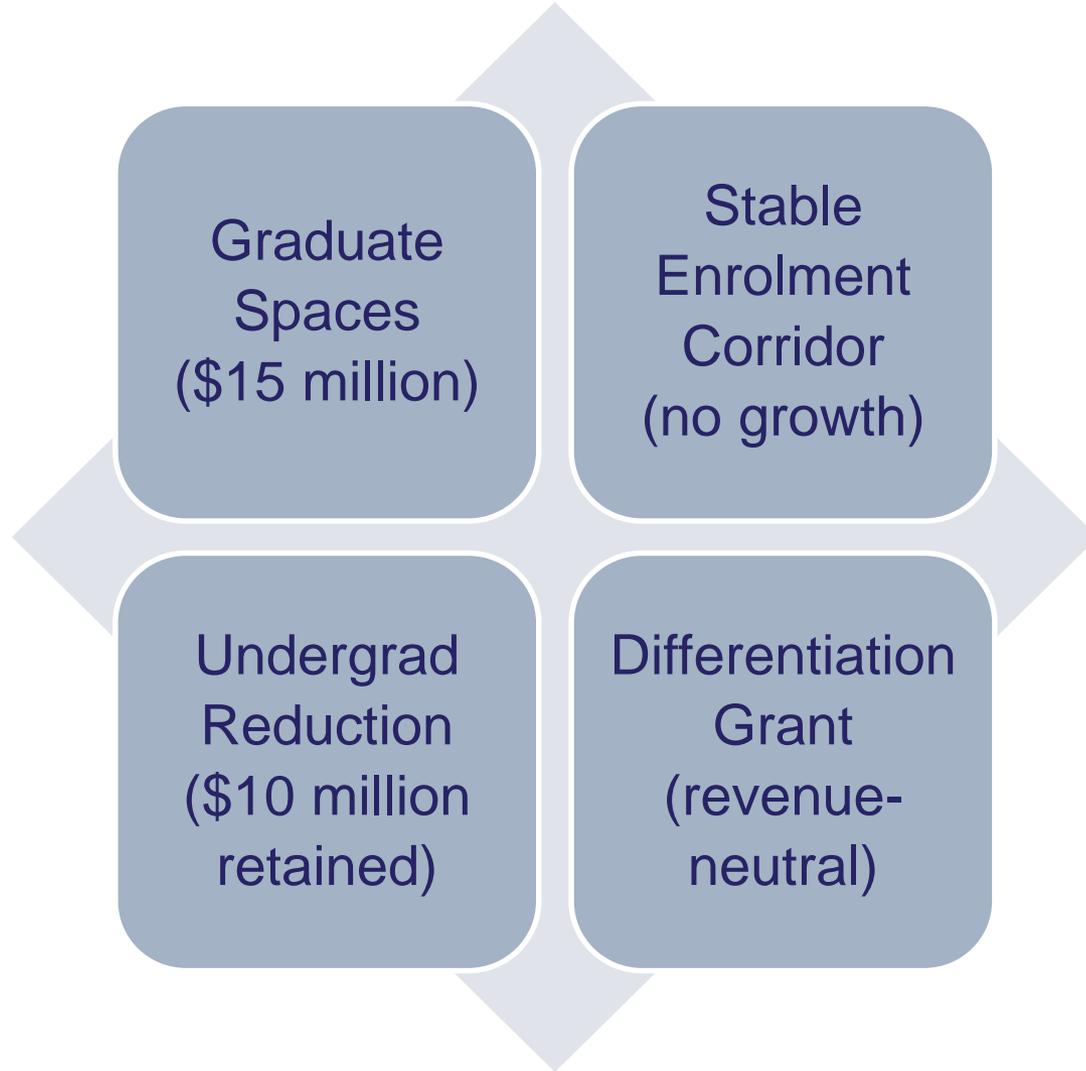


The changing revenue landscape

(excludes divisional income)



SMA2 Budget Impact





2018-19 Divisional Budget Priorities

- New faculty positions (78 FTE)
- IT infrastructure and services (e.g. NGSIS, RAISE)
- Student aid and graduate funding packages
- Student support services (including accessibility)
- Experiential learning and international experiences
- Library acquisitions and services
- Deferred maintenance, classroom renewal, capital projects
- Indigenous curricular initiatives and TRC response

2018-19 University Fund - \$22.5 million

Access & Diversity (\$3.5 million)

- Access Programs
- Accessibility Advisors
- Post-docs from Under-represented Groups
- Ongoing: recruitment of diverse faculty & staff

Re-imagining UG Education (\$10 million)

- UG Innovation Fund (LEAF)
- Int'l Student Experiences
- Interdivisional Teaching
- Ongoing: New Program Innovation Fund

Research & Innovation (\$2.5 million)

- Campus-led Accelerator Entrepreneurship Programs
- UTM/UTSC Research Support
- Ongoing: Graduate Program Innovation Fund

Structural Budget Support (\$6.5 million)

- Structural Budget Support for Academic Divisions
- Data Centre Integration



University Fund – UTM Allocations

2018-19 Base UF Allocation

- \$1 million for research support

2016-17 and 2017-18 UF central program allocations

- \$250k base for cities related support
- \$500k OTO for faculty start-up support
- \$230k OTO for experiential learning program support
- 7 academic diversity positions
- 3 indigenous faculty positions
- 7 undergrad innovation projects funded through LEAF

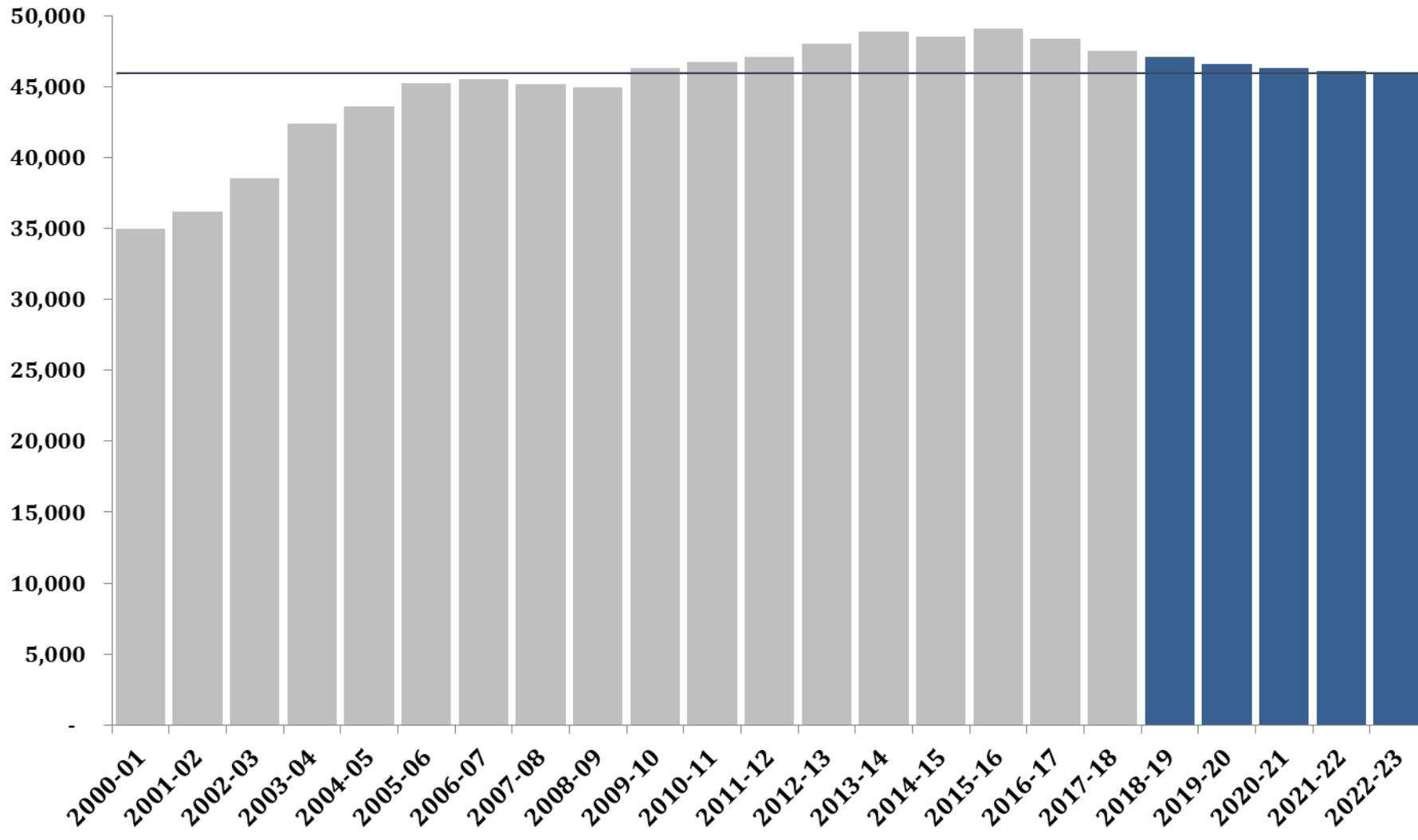
Students and Teaching





Domestic Undergraduate Enrolment History

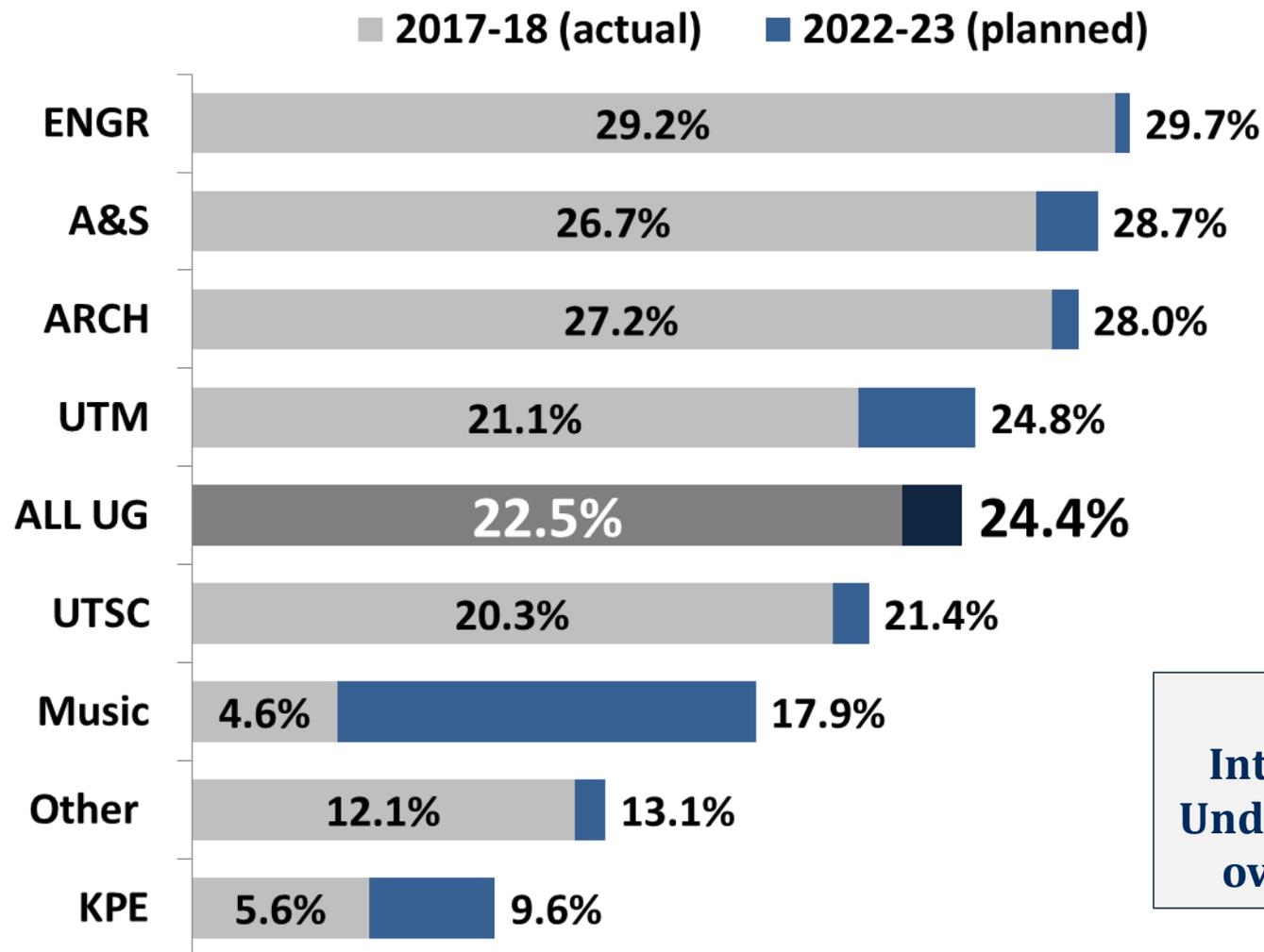
Fall FTE 2000 to 2022 (projected)



Undergraduate enrolment results 2017-18

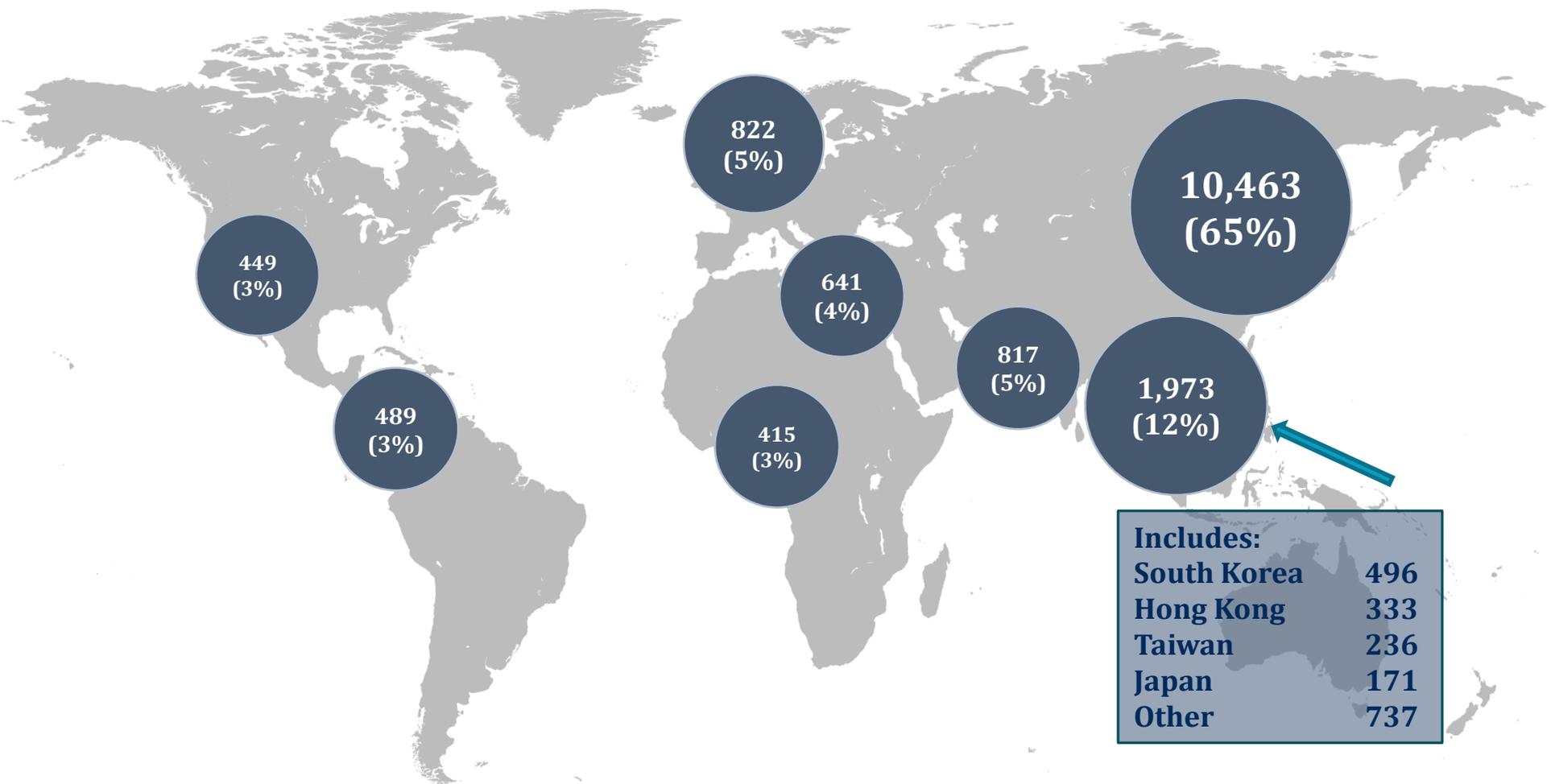
Total FTE	2017 Actual	Variance to Plan		
		DOM	INTL	TOTAL
St George	38,771	(110)	346	236
UTM	12,049	(274)	212	(62)
UTSC	10,917	(430)	257	(173)
TOTAL	61,737	(814)	815	1

International Share of Total UG Enrolment (2017-18 headcount 16,069)



**+1,177
International
Undergraduates
over 5 years**

International UG Students by Geographic Region

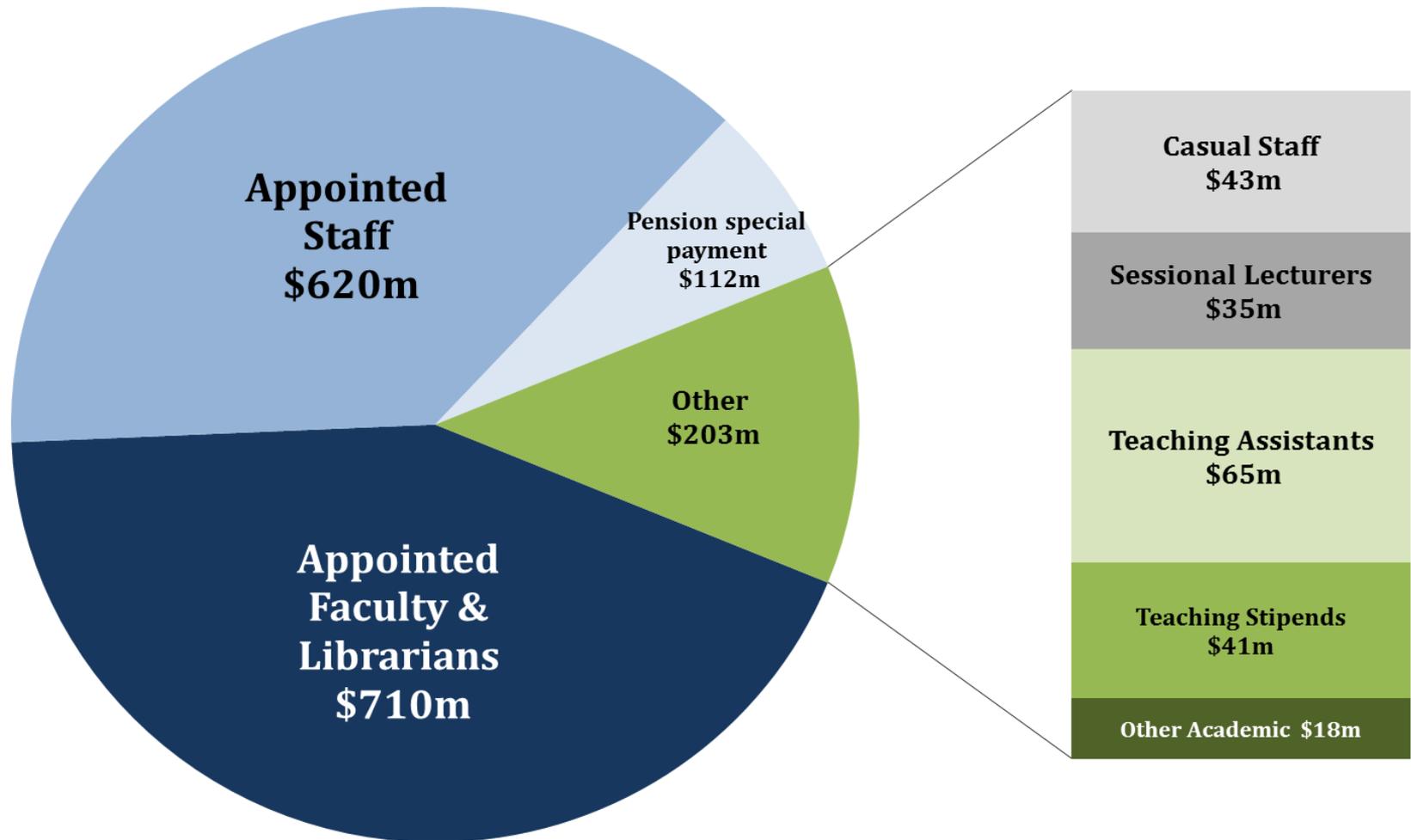


* Circle size not scaled to total enrolment

Expenses

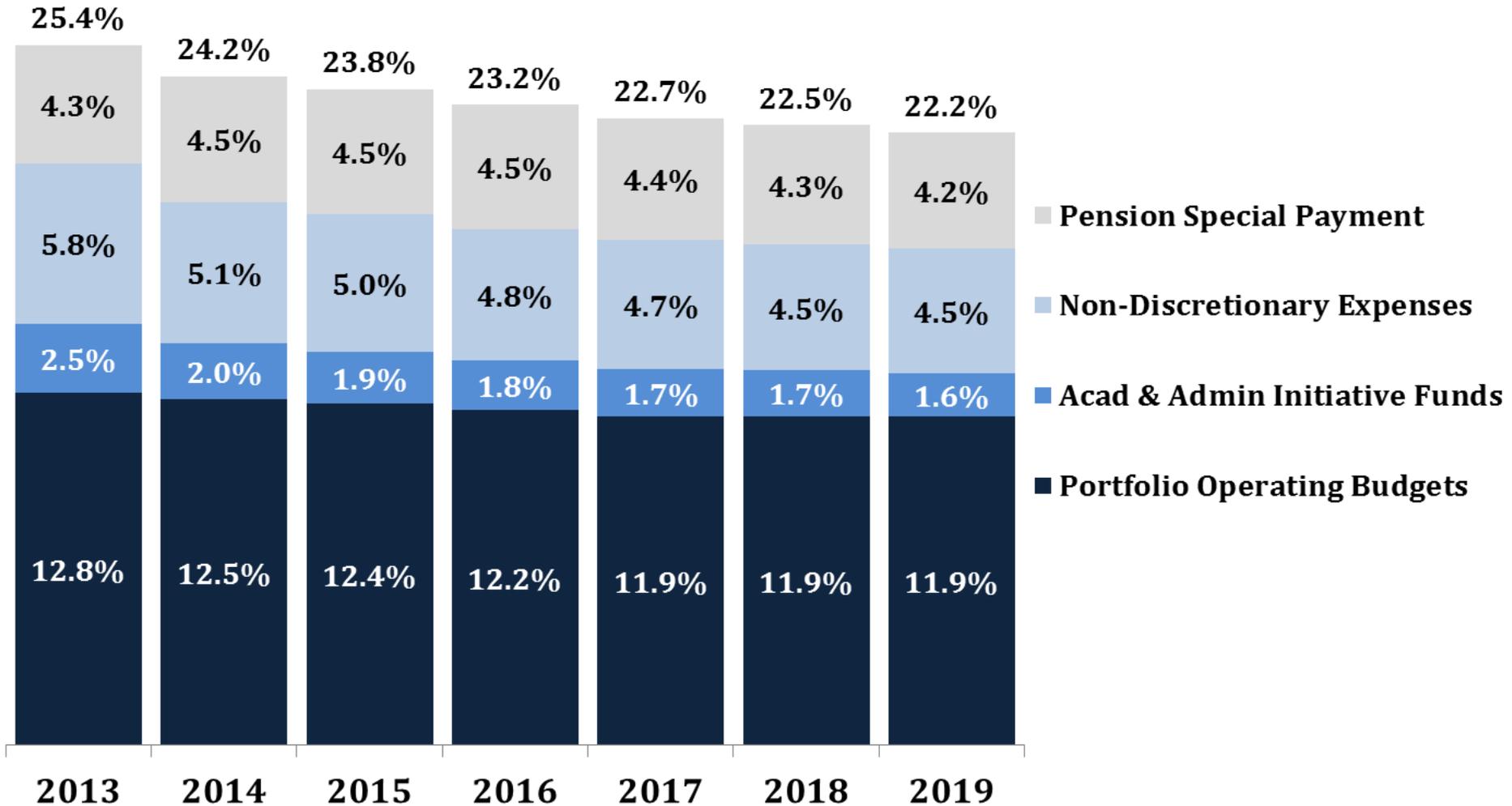


2018-19 Compensation Budget \$1.64B (Est.)

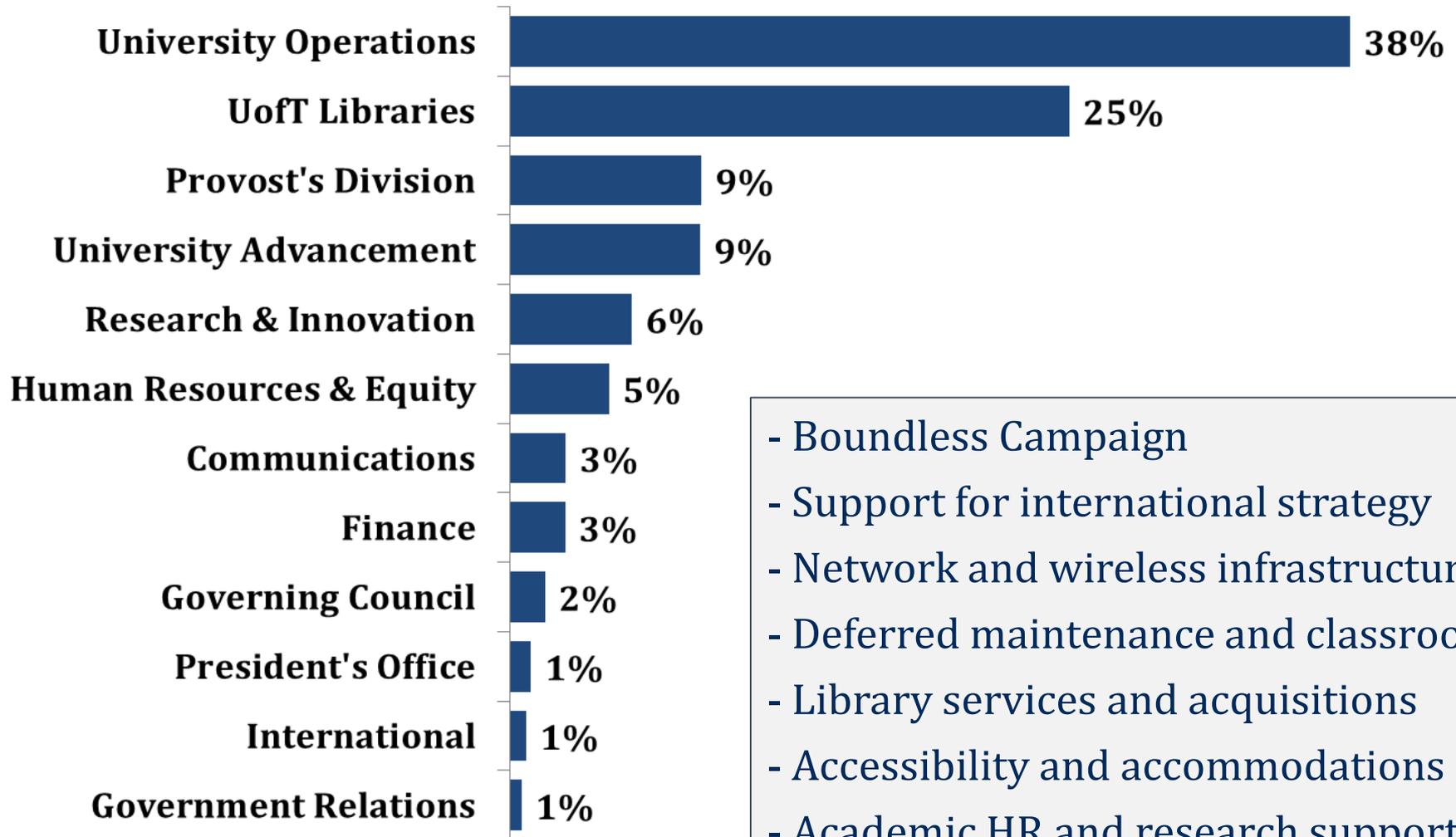


2017-18 Budget \$1.55B + Budget Increase \$86M

University-wide costs as % of Revenue



Shared Service Portfolio Operations (\$319m)



- Boundless Campaign
- Support for international strategy
- Network and wireless infrastructure
- Deferred maintenance and classrooms
- Library services and acquisitions
- Accessibility and accommodations
- Academic HR and research support



Operating budget support of capital projects (\$m)

	15-16	16-17	17-18 est.	18-19 est.
Payments on loans & mortgages	\$33	\$44	\$59	\$37
Transfer from operating to capital	\$24	\$108	\$122	\$128
Total	\$57	\$152	\$181	\$165

A guiding principle is that capital projects in academic divisions should include funding from long term debt of no more than 20%.

Construction

Davis Building

Robarts
Common

Highland Hall

Student
Commons

UTM North2

UC
Revitalization

Design

UTM Science

Spadina Sussex
Res.

Landmark

Academic
Tower

PIE-C

GGRP Projects

Planning

UTM Robotics

UTM Arts &
Culture

UTSC Instr.
Centre 2

Center for Civ
& Cultures

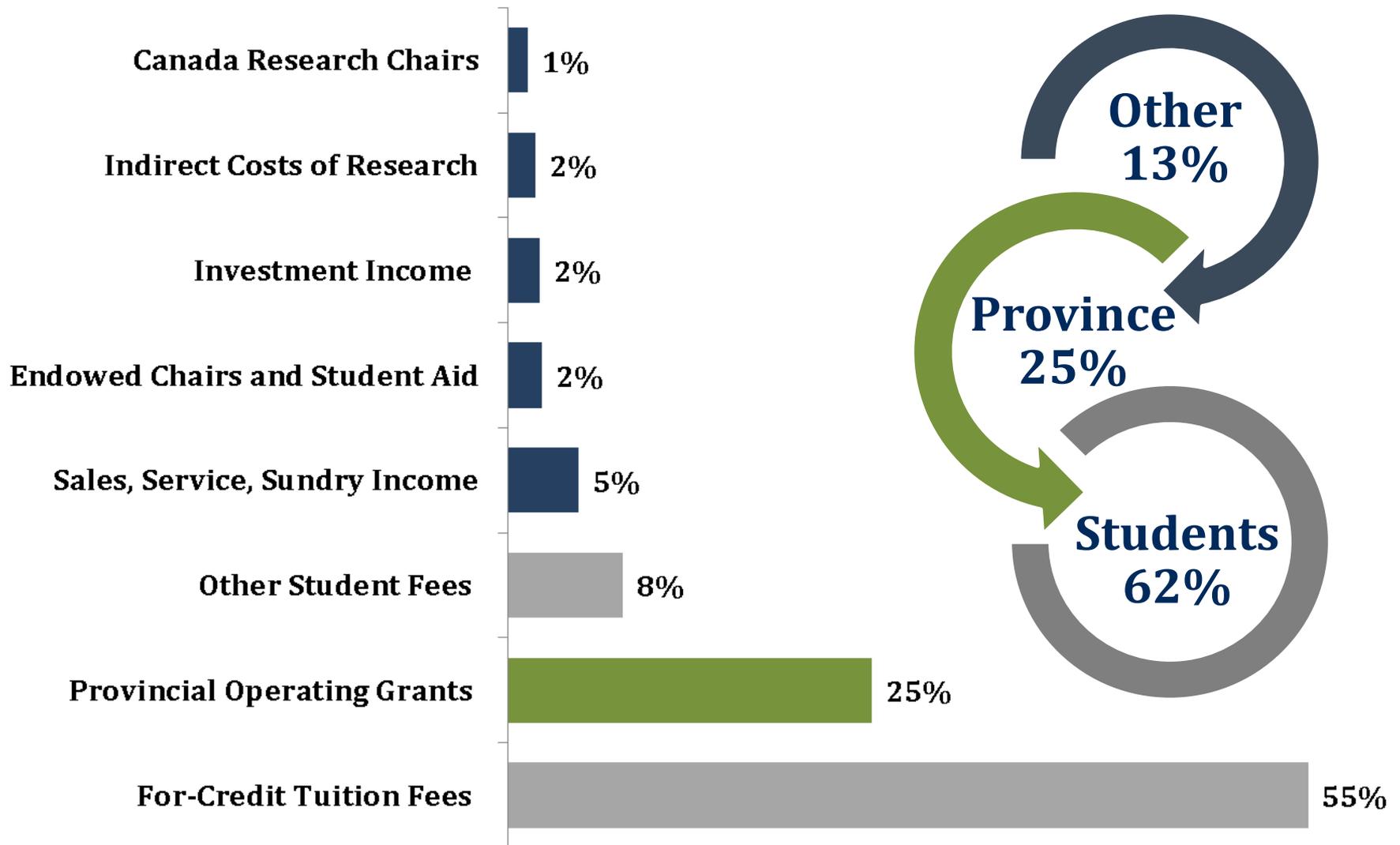
iSchool
Revitalization

Site 1 and UTS

Tuition and Student Aid



2018- 19 sources of revenue (\$2.68B)



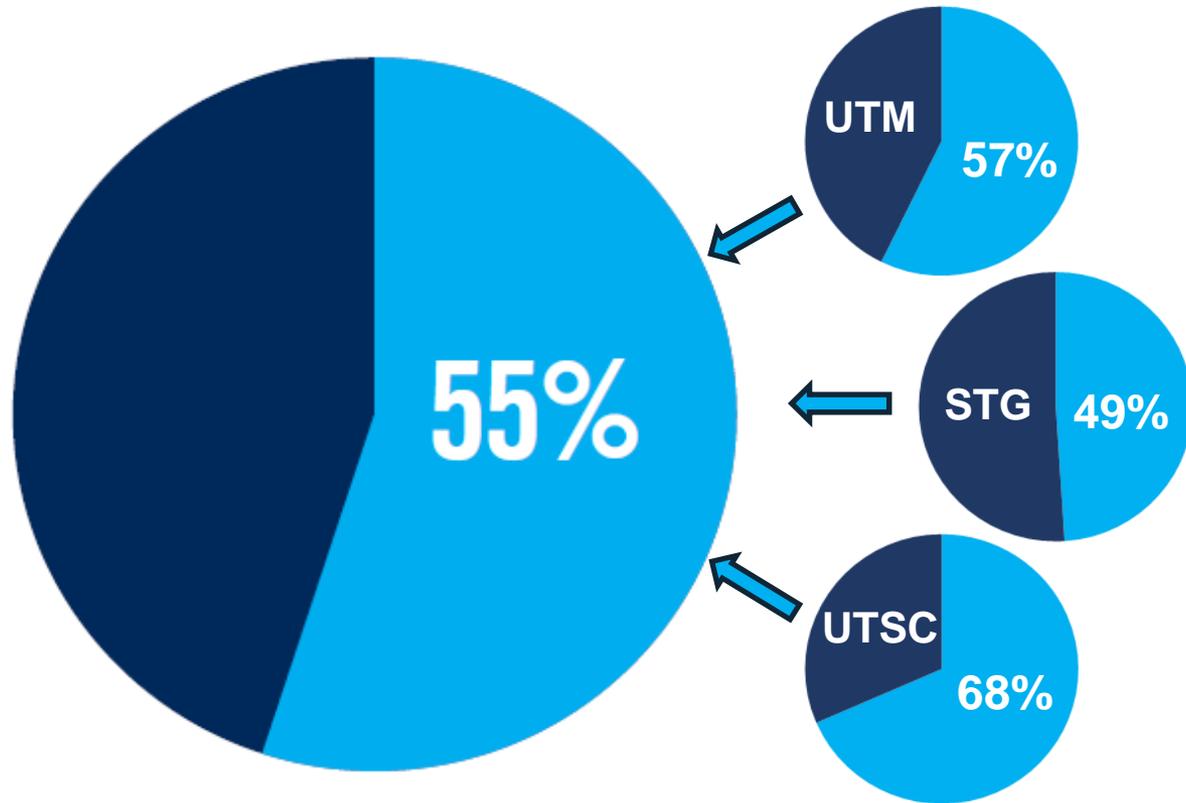


Provincial Tuition fee framework extended 2017-18 and 2018-19

(Domestic overall cap = 3%)	Incoming Students	Continuing Students
Domestic General UG	3%	3%
Domestic Prof and Graduate *	5%	5%

- Domestic tuition fee for doctoral stream will **decrease** by \$60; international PhDs will pay the domestic rate effective Fall 2018

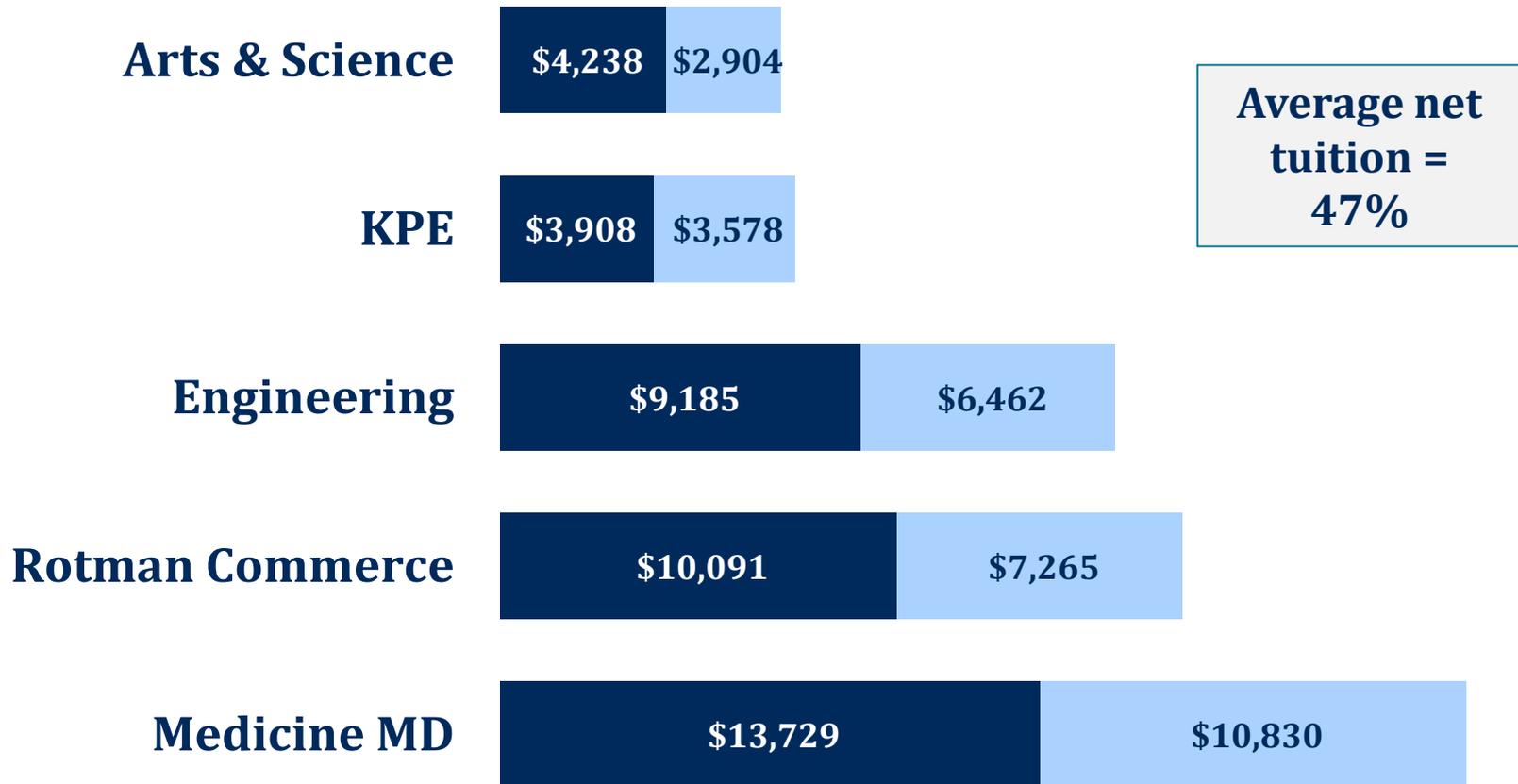
OSAP Undergraduate Participation Rates



26,276 students, or 55% of all undergraduates, received OSAP in 2016-17

Net tuition for UG students receiving OSAP 2016-17

- Tuition and fees funded by U of T and Province
- Tuition and fees paid by student



Opportunities and Risks



Risks

**SMA3 Grad
Growth**

**Pension
solvency**

**Enrolment
constraints**

**Tuition fee
framework**

Opportunities

**Leverage our
location**

**International
Enrolment**

**SMA2-
Differentiation**

**Operating
reserves**