AGENDA

1. Chair’s Remarks

2. Accommodations for Students with Disabilities: Presentation by Ms Nythalah Baker, Equity and Diversity Officer, Professor Amy Mullin, Vice-Principal Academic & Dean and Mr. Mark Overton, Dean of Student Affairs (for information)

3. UTM Operating Budget, Themes and Priorities: Presentation by Professor Amy Mullin, Vice-Principal Academic & Dean and Mr. Paul Donoghue, Chief Administrative Officer (for information)

4. Report of the Vice-President & Principal
   a. Presentation by Wali Shah

CONSENT AGENDA **

5. Reports for Information
   a. Report 8 of the Agenda Committee (November 26, 2014)
   b. Report 8 of the Academic Affairs Committee (November 12, 2014)
   c. Report 7 of the Campus Affairs Committee (November 10, 2014)


7. Business Arising from the Report of the Previous Meeting

8. Date of the Next Meeting – February 5, 2015 at 4:10 p.m.

9. Question Period

10. Other Business

+ Confidential documentation included for members only
* Documentation included
** Documentation for consent item included. This item will be given individual consideration by the Campus Council only if a member so requests. Members with questions or who would like a consent item to be discussed by the Campus Council are invited to notify the Committee Secretary Mariam Ali at least 24 hours in advance of the meeting by telephone at 905-569-4358 or by email at mariam.ali@utoronto.ca
Academic Accommodations for Students with Disabilities

UTM Campus Council
December 8, 2014

Nythalah Baker, Equity & Diversity Officer, Office of the Principal
Amy Mullin, Vice Principal Academic and Dean
Mark Overton, Dean of Student Affairs
Focus of Presentation

- University of Toronto’s policies and obligations
- Review of UTM’s AccessAbility Resource Centre
- Faculty member’s role in academic accommodations
- Resources and Questions
University of Toronto’s Policies and Obligations

- The university has a legal duty to accommodate students with disabilities (Ontario Human Rights Code)

- Our commitment: an accessible learning environment that provides reasonable accommodations to enable students with disabilities to meet the essential academic requirements of our courses and programs
Meeting our Obligations

- Accessibility services offices - the designated offices for us to respond to requests for accommodations

- Departments CANNOT require that they be provided with medical documentation of a disability

- At UTM our AccessAbility Resource Centre receives requests, reviews documentation, recommends accommodations

- Letters of Academic Accommodation may be issued at any time during the year
AccessAbility Resource Centre:

• Focuses on individual students’ strengths and challenges
• Respects the essential requirements of the academic courses and programs
• Promotes Universal Design and Inclusive Teaching practices
• Seeks community partnerships and collaboration to enhance services
Students Identified According to PRINCIPAL Disability (2008-2013)
AccessAbility Team

- Consulting with faculty, staff, student groups and academic/administrative departments (e.g. Facilities, Library) on disability related issues
- Disability Advisors set up individualized academic accommodations and provide services to students (e.g. referrals, learning strategies)
- Coordination of tests/quizzes/final exams written under the supervision of the AccessAbility Resource Centre
- Note-taking services
- Outreach and education initiatives relating to the service and disability issues (internal and external communities)
Registration with UTM AccessAbility

• Students complete a 5-page Medical Certificate form

• Students provide medical documentation

• Annual re-registration required
Who Qualifies to Register with AccessAbility?

In order to assess if a student qualifies for accommodations AccessAbility considers:

1. Does this student have a disability?

2. Does the disability impact services or academic requirements for which the student would need accommodations?

3. Does the student’s medical documentation support the accommodation(s) requested?
Classroom Accommodation Examples

- Use of a sign-language interpreter or computerized note-taker
- Permission to obtain copies of overheads
- Peer note-taker
- Alternative assignments to group assignments
  - Group projects can be extremely difficult for students with Asperger’s, Schizophrenia, Severe Depression, and Social Anxiety Disorder
- Permission to digitally record lectures
Exam Accommodation Examples

- Writing exams in an alternate location
- Use of assistive devices (e.g., a computer equipped with specialized software)
- Additional time
- Use of a scribe, for students who are blind or have low vision
Other Academic Accommodations

- Alternative format textbooks such as e-text, large print, braille
- Use of an assistant in a lab or lecture
- Assistant/Attendant for field trips including international (e.g. for a student who is blind)
Additional Student Services Offered by AccessAbility:

• Peer Mentorship Program for First Year Students with Disabilities
• Autism Spectrum Peer Group
• Learning Strategy Services for students with learning disabilities
• Adaptive Technology Room in HMALC
Verification of Student Illness or Injury Form

- Presented when students seek exceptions due to short-term illness or injury **not disability**

- Form and supporting document should be submitted to designated department contact (such Academic Advisor) to maintain privacy

- Students who present the Verification of Illness form but are seeking long-term accommodations should be directed to AccessAbility
Faculty Members and Academic Accommodations

- Maintain students’ confidentiality
- Refer students to AccessAbility
- Contact AccessAbility with questions and to work with Advisor
Faculty Members and Academic Accommodations (con’t):
Learning Environment

- Identify essential requirements of course (important when alternate assessment of learning is needed)

- Provide handouts and/or presentation slides in advance of class, so interpreters and/or students can be prepared for the class

- Include ‘syllabus statement’ to assist students with disabilities in connecting with AccessAbility
Faculty Members and Academic Accommodations (con’t):
Tests and Exams

- Be available to answer questions: call in, stop by, or provide number

- If unavailable, assign TA to be available to answer questions

- Be sure to pick up exams and tests from students writing with AccessAbility
Resources for Faculty and Staff

AccessAbility Advisors
Room: DV 2047
905-569-4699
access.utm@utoronto.ca

Faculty and Staff Resources:
www.utm.utoronto.ca/accessability/facultystaff-resources
Questions?

Elizabeth Martin
Director, AccessAbility Resource Centre
FOR INFORMATION

PUBLIC

OPEN SESSION

TO: UTM Campus Council

SPONSOR: Mr. Paul Donoghue, Chief Administrative Officer

CONTACT INFO: 905-828-3707, paul.donoghue@utoronto.ca

PRESENTER: Mr. Paul Donoghue, CAO & Prof. Amy Mullin, Vice-Principal Academic & Dean

CONTACT INFO:

DATE: December 1, 2014 for December 8, 2014

AGENDA ITEM: 3

ITEM IDENTIFICATION:

UTM Proposed Operating Budget: Themes and Priorities

JURISDICTIONAL INFORMATION:

Section 5.7 of Campus Affairs Committees’ Terms of Reference provides that the “annual budget is considered by the Committee for recommendation to the [UTM] Council for inclusion in the University’s annual operating budget.” Appendix A of the Terms notes that this responsibility is executed as part of the campus’ budget planning process.

GOVERNANCE PATH:

1. UTM Campus Affairs Committee [For information] (November 10, 2014)
2. UTM Campus Council [For information] (December 8, 2014)

PREVIOUS ACTION TAKEN:

At meetings on September 15, 2014 and October 8, 2014, the Campus Affairs Committee and the Campus Council respectively received for information the Process for Consideration of Budget Matters by UTM and UTSC Campus Councils and Campus Affairs Committees. At the same meetings, both governance bodies received ‘step one’ in that process, namely a presentation on the Current Year Campus and Institutional Operating Budget.

HIGHLIGHTS:

The attached presentation is ‘step two’ in the process for consideration of budget matters by UTM governance, which comprises four components:

(1) an integrated budget presentation to the CCs and CACs,
(2) an overview of the proposed campus operating budgets (themes and priorities),
(3) the Provost’s budget review meetings, and,
(4) governance consideration of the University’s operating budget.

The attached presentation explores the priorities and key trends that inform decisions about proposed uses of the financial resources available to the campus. Members are asked to consider for information and advice the overall goals for the budget. This “step two” discussion at the Campus Council will support UTM’s annual budget discussions with the Provost and the integration of campus budget plans into the University’s budget.

**FINANCIAL IMPLICATIONS:**

n/a

**RECOMMENDATION:**

For information.

**DOCUMENTATION PROVIDED:**

*Presentation: UTM Proposed Operating Budget: Themes and Priorities*
UTM
Proposed Operating
Budget: Themes &
Priorities

UTM CAMPUS COUNCIL
DECEMBER 8, 2014
Academic Plan

Enrolment

Revenues

Faculty/Staff Recruits

Master Plan

Space + Capital

Expenses

Reserves

Debt

TIGHTLY-WOVEN
The 4 Funds

- Operating Fund
- Capital Funds
- Restricted Funds
- Ancilliary Operations
• Funds are segregated
• Most movements from Operating to Capital (via capital reserves)
• Minimal from Ancillaries to Operating historically Conference Services ($100k)
• Detailed Ancillary Budgets come to CAC in (January 8, 2015)
UTM Net Revenue
($ Millions 2014-15)

Gross Revenue
$224.7

University Fund
$22.4

University Wide Expenses
$33.0

Student Aid
$9.8

Net Revenue
$167.9
(75% of gross)
Major Expense Categories

- Compensation: 60.6%
- Mortgages: 2.0%
- UTM Deficit: 1.5%
- Utilities: 2.9%
- Student Services Self-Funded: 8.3%
- Renovations Capital Plan: 9.7%
- Library Acquisitions: 0.8%
- New Faculty Start Up: 1.5%
- Deferred Mtce: 0.5%
- Other Supplies & Services: 12.2%
- New Faculty Start Up: 1.5%
- UTM Deficit: 1.5%
- Mortgages: 2.0%
- Deferred Mtce: 0.5%
- Other Supplies & Services: 12.2%
- Compensation: 60.6%
UTM Budget Priorities 2015-16

- Experiential learning + other Initiatives
- Enrolment growth
- Student Experience
- Student to Faculty Ratio
- Space Expansion
- Faculty + Staff Searches

UTM Campus Council - UTM Operating Budget, Themes and Priorities
UTM Undergraduate Enrolment - Planned Growth

Proposed Enrolment (Total UG Headcount)

October 2014
Enrolment Plan

12,581 13,190 13,945 14,560 14,909 15,160 15,294

Priority: Enrolment

- Enrolment Growth + “Pause” Period
- Domestic Growth Considerations
- Demographics + Western GTA
- Shifting Areas of Interest/Demand
Percentage of International in Total Registrants 2004-2014

*2014 data as of Sep 3
International Students by Country

- China: 61.3%
- Hong Kong: 4.7%
- Korea (South): 4.0%
- India: 3.7%
- Nigeria: 3.4%
- Brazil: 3.2%
- Pakistan: 1.9%
- Taiwan: 1.8%
- U.S.A.: 1.1%
- Malaysia: 1.1%
- Russian Federation: 0.7%
- Vietnam: 0.7%
- Japan: 0.7%
- Kazakhstan: 0.6%
- Other: 11.1%
Priority: International Students

• Domestic/International Mix
  – Now at 21.1% intake; 17.3% total

• Diversification
  – Now at 61% to 66% single-source home country

• Base Budget & Vulnerability
Priority: Student:Faculty Ratio

• Now highest across University: 35.8

• Long-term target: 30.0

• Target: 34 searches 2014-15 (21 “growth”)

  35 searches 2015-16 (25 “growth”)
Priority: Faculty Recruitment

<table>
<thead>
<tr>
<th>Division</th>
<th>Professoriate</th>
<th>Teaching Stream</th>
<th>Total</th>
<th>Teaching %</th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp;S</td>
<td>729.9</td>
<td>118.2</td>
<td>848.1</td>
<td>14%</td>
</tr>
<tr>
<td>UTSC</td>
<td>220.9</td>
<td>93.0</td>
<td>313.9</td>
<td>30%</td>
</tr>
<tr>
<td>UTM</td>
<td>237.1</td>
<td>62.4</td>
<td>299.5</td>
<td>21%</td>
</tr>
</tbody>
</table>

- Mix of Rank/Category
- Success Rate: 2011-12 = 85%; 2013-14 = 74%
- Search Costs; time and money
• Renovations and Start-up Funding
• Teaching Space/FTE: 1.71 nasm (A&S 2.02)
  – Rank 12th of 18 (within UofT)
• Research/Office Space/FTE Faculty 50.11
  nasm (A&S 97.76)
  – Rank 12th of 19 (within UofT)
• Capital Plan
Capital Plan

Opened 2014/15

• Deerfield Hall & Innovation Complex

Underway

• Teaching/Research Laboratory Renovations
• Research Greenhouse
• Supporting Infrastructure

Major Planned

• North2 (To open September, 2017)
Priority: Enhancing the Student Experience

• Transition Programs

• Experiential Learning

• Active Learning Classrooms
  – North2 + Davis Prototypes/Retrofit
• Flexibility for Academic Departments

• Base budget enhancements

• Range of initiatives (e.g. Science, Humanities, Social Sciences)
Academic Budget Review: 5-Year Plan
(December 9, 2014)
UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 8 OF THE AGENDA COMMITTEE

NOVEMBER 26, 2014

To the Agenda Committee,
University of Toronto Mississauga

Your Committee reports that it held a meeting on November 26, 2014 at 4:10 p.m. in Room 3214, Conference room, William G. Davis Building, at which the following were present:

Mr. John Switzer, Chair
Professor Hugh Gunz
Professor Deep Saini, Vice-President & Principal
Mr. Lee Bailey
Mr. Jeff Collins
Ms Megan Jamieson
Dr. Joseph Leydon
Ms Judith Poë

Regrets:
Mr. Leonard Lyn

Secretariat:
Ms. Cindy Ferencz Hammond, Director of Governance
Ms. Mariam Ali, Committee Secretary
Mr. Lee Hamilton, Acting Secretary of the Governing Council

1. Chair’s Remarks

The Chair thanked Professor Hugh Gunz, Vice-Chair for his participation during the first Campus Council meeting as Chair.

2. Agenda for the Meeting of the UTM Campus Council, Monday, December 8, 2014

The Committee discussed and approved the agenda for the UTM Campus Council meeting, which would be held on December 8, 2014.

CONSENT AGENDA

3. Date of Next Meeting – Wednesday, January 28, 2015, 4:00 p.m.

The Chair reminded members that the next meeting of the Committee was scheduled for Wednesday, January 28, 2015, 4:10 p.m. in the Room 3214 Conference Room, William G. Davis Building.


5. Other Business

There were no items of other business.

The consent agenda was adopted and the item requiring approval (Item 4) was approved.

The meeting adjourned at 5:02 p.m.

______________________                                                        _______________________
Secretary                                    Chair
November 28, 2014
To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on September 18, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Ms Judith Poë, Chair
Professor Angela Lange, Vice-Chair
Professor Deep Saini, Vice-President & Principal
Professor Amy Mullin, Vice-Principal Academic and Dean
Professor Bryan Stewart, Vice-Principal, Research
Ms Farishta Amanullah
Professor Tracey Bowen
Professor Ron Buliung
Ms Diane Crocker, Registrar and Director of Enrolment Management
Mr. Kevin Golding
Ms Paula Hannaford
Professor Kelly Hannah-Moffat, Vice-Dean, Graduate
Dr. Monika Havelka
Ms Shelley Hawrychuk
Dr. Nathan Innocente
Dr. Stuart Kamensky
Professor Bernard Katz
Ms Genevieve Lawen
Mr. Sheldon Leiba
Professor Heather Miller
Professor Emmanuel Nikiema
Dr. Christoph Richter
Ms Laura Sedra
Dr. Joan Simalchik
Mr. Kumar Thapliyal
Mr. Ian Whyte, Chief Librarian
Professor Anthony Wensley
Dr. Kathleen Wong
Professor Xiaodong Zhu
Dr. Daniel Zingaro

Non-Voting Assessors:
Ms Yen Du, Program and Curriculum Officer
Prof. Ulli Krull, Vice-Principal, Special Initiatives
Mr. Mark Overton, Dean, Student Affairs

Regrets:
Dr. Kelly Akers
Professor Shyon Baumann
Professor Craig Chambers
Professor Philip Clark
Ms Sara da Silva
Professor Charles Elkabas
Ms Jessica Eylon
Dr. Louis Florence
Professor Claudiu Gradinaru
Professor Yael Karshon
Ms Alice Li
Professor Peter Loewen
Ms Maaham Malik
Professor Kent Moore
Ms Mariam Munawar
Ms Stacey Paiva
Professor Brian Price
Professor Todd Sanders
Professor Ed Schatz
Ms Grayce Slobodian
Professor Sasa Stefanovic
Professor Alison Syme
Professor Holger Syme
Professor David Francis Taylor
Professor Mihkel Tombak
Professor Rebecca Wittman

In Attendance:
Ms Belinda Grayburn, Academic Advisor, CTEP
Professor Paula Maurutto
1. Chair’s Remarks

The Chair welcomed members to the meeting.

2. Accommodations for Students with Disabilities: Presentation by Professor Amy Mullin, Vice-Principal Academic & Dean, Mr. Mark Overton, Dean of Student Affairs and Ms Nythalah Baker, Equity and Diversity Officer

The Chair invited the presenters to discuss current accommodations for students with disabilities at UTM. Professor Mullin noted that while accommodations were also provided to faculty and staff, this presentation was focused on those made available to students. The presentation included the following key points:

- Ms Baker advised that all UoT policies regarding accommodations were in line with provincial legislation, specifically the Ontario Human Rights Code. She noted the commitment to an accessible learning environment that provides reasonable accommodations to enable students with disabilities to meet the essential academic requirements of our courses and programs;
- Each campus has an AccessAbility Resource Centre (ARC), designated to provide accommodations, gather and maintain medical documentation and maintain the confidentiality and privacy of students;
- Letters of academic accommodation could be issued throughout the year to accommodate episodic or short term disabilities;
- ARC and the Robert Gillespie Academic Skills Centre (RGASC) promoted universal design and inclusive teaching practices, in order to help decrease the possibility of individualized accommodations;
- Mr. Overton noted there had been a dramatic increase in number of registered students with disabilities, and that the leading disabilities were psychiatric in nature. This was not unique to UTM, but demonstrated the ability of universities to serve and accommodate more effectively, as well as an indication of increased support at the high school level;
- Professor Mullin noted that during an assessment, advisors must determine if the student has a disability or an illness, and if it was a disability, whether it would impact services or academic requirements;
- Ms Baker provided examples of classroom and exam accommodations, as well as available peer resources;
- The responsibilities of faculty members included identification of essential requirements of courses; providing course material in advance and including syllabus statements to assist students with disabilities in connecting with the ARC;

1 A copy of the presentation is attached as Attachment A.
In response to a member’s question, Ms Elizabeth Martin, Director, ARC, clarified that students who were already registered were not required to re-submit a full registration package, but were asked to provide any relevant updated medical documentation.

A member asked how faculty members were to accommodate students who were not willing to register with ARC. Ms Martin and Mr. Overton advised that there were a myriad of services and advice that could be offered to students and faculty in such instances through the ARC.

In response to a member’s question, Ms Martin advised members that the ARC could accommodate a new applicant in approximately two weeks, after which the student would undertake an assessment. During the interim two weeks while waiting for an assessment, the psychologist would contact the ARC and advise staff of any short term accommodations.

A member asked for clarification on whether staff or faculty would be responsible for deciding course requirements and where alternatives would be appropriate. Ms Martin noted that this remained at the discretion of the instructor.

There was discussion regarding the myriad of psychiatric disabilities identified and challenges facing staff and students. Professor Mullin noted that such challenges were a good indication that universities were becoming increasingly accommodating students with disabilities.

3. New Combined Degree Programs: Masters of Science in Sustainability Management (MScSM) & Honours Bachelor of Science and Honours Bachelor of Arts, UTM Geography*

The Chair reminded members that major and minor modifications to existing degree programs were considered for approval by the Committee. Professor Mullin advised the proposed combined degree programs were between the Institute for Management and Innovation’s (IMI) Master of Science in Sustainability Management (MScSM) program and four Department of Geography undergraduate programs. She noted that the proposed new programs would provide the strongest undergraduate students in Environmental Sciences and Environmental Management the opportunity not only to apply for early admission to the MScSM graduate program but to also experience graduate level courses in their final year of undergraduate study. Professor Mullin noted that while there would be no acceleration in completion time for the combined degree programs, students would benefit from early admission to the MScSM program, early exposure to graduate level courses and a reduced course load while completing the MScSM. She indicated that the Department of Geography and the MScSM program were consulted, and undergraduate students in all four programs were surveyed. All were in strong support of these programs.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the following proposed Combined Degree Programs, as recommended by the Vice-Principal Academic and Dean, Professor Amy Mullin, in the proposal dated October 28, 2014, be approved, effective September 1, 2015:

- Combined Degree Program UTM Honours Bachelor of Arts Specialist in Environmental Management / Master of Science in Sustainability Management; and
4. New Minor: Education Studies

The Chair advised members that the proposed new freestanding minor qualified as a major modification, as there was no existing specialist or major. Professor Mullin stated the proposed Education Studies (EDS) minor focused on a global approach to education and training. The program offered students a strong foundation of skills, knowledge and experiential learning that could be applied to a variety of applications in addition to formal teaching such as community and counselling services, training, human resources, and education research. Experiential learning would be heavily emphasized in this program.

Professor Emmanuel Nikiema, Chair, Department of Language Studies spoke in favour of the proposal as it provided opportunities for students and would optimize course offerings. He thanked members of the Office of the Dean, and John Smith and Belinda Grayburn of the CTEP program.

Professor Mullin explained the admissions process in response to a member’s question. It was asked whether there were any plans to create a major program. Professor Mullin stated that although not all students applying to the minor would be pursuing teaching; those students who were, would require teachable subjects and would therefore be more likely to pursue a Minor program that left room for them to pursue other programs that would provide sufficient teachable subjects.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the proposed New Minor in Education Studies, offered by the Department of Language Studies, as recommended by the Vice-Principal Academic & Dean, Professor Amy Mullin, in the proposal dated November 3, 2014, be approved, effective September 1, 2015.

5. Minor Undergraduate Curriculum Changes: Humanities, Sciences and Social Sciences

The Chair invited Professor Mullin to speak to the item. Professor Mullin first explained the process by which curriculum reports and changes arrive to the Academic Affairs Committee. The Decanal divisional curriculum committees of Humanities, Social Sciences, and Sciences met in September and October. Each curriculum committee was appointed a Committee-Chair by the Vice-Principal Academic and Dean. Each academic unit whose curricular changes were discussed by the committee was represented by the unit’s chair or director, or designate, including the unit’s undergraduate advisor. Representatives from the Office of the Registrar attended as did the Program and Curriculum Officer from the Office of the Dean. Consultation with students occurred at the level of the academic unit.

Professor Mullin thanked the curriculum committees, specifically the chairs: Professor Paula Maurutto (Social Sciences), Dr. Monika Havelka (Sciences) and Professor Charles Elkabas (Humanities), for their hard work and careful attention to detail in leading the work of the curriculum committees. Professor
Mullin also thanked Yen Du, the Office of the Dean's Program and Curriculum Officer for her many contributions to the process.

Professor Mullin explained that the Curriculum Reports were comprised of Major and Minor curriculum changes. In the context of the University of Toronto Quality Assurance Process (UTQAP), Major changes involved new programs (Minors, Majors, and Specialists), closure of programs, major modifications to existing programs, the creation of transcript notations, and certificates. The remainder of the curricular changes would have significant positive impact on a cumulative basis, but were considered Minor changes in the context of the UTQAP. Professor Mullin referred to the reports, which identified the calendar copy information for Major changes, however the full proposals for these Major changes would be submitted separately to the AAC throughout the governance year.

Professor Mullin indicated that resource implications for various course changes and new course additions were noted in the curriculum reports and were discussed and approved by the Office of the Dean. New courses that did not require resources would be taught by existing or new faculty. All library resources were discussed and approved by the Hazel McCallion Academic Learning Centre (HMALC).

Professor Mullin advised that the Humanities Curriculum Committee reviewed a number of minor programmatic changes, as well as new courses that would capture the interests and strengths of existing faculty and new hires in various departments, as well as student demand for new offerings. She noted that a small number of full year courses in Language Studies were to be deleted, in order to allow for the course content to be presented in two half courses instead. This would provide increased flexibility in course scheduling and assignments. There were a number of course description changes made to provide a more accurate description of course content and goals. Further clarifications were made for the number of contact hours.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the proposed Humanities undergraduate curriculum changes for the 2015-16 academic year, as detailed in the respective curriculum reports, be approved.

Dr. Havelka, Chair of the Science Curriculum Committee noted that the most significant change had been the introduction of the new Forensic Science Minor program, approved by the AAC at its meeting held on September 18, 2014. Another important change was the introduction of a cumulative GPA requirement to the Biology minor program, which would bring the program in line with other minor programs in the Sciences. Dr. Havelka noted that some Departments had also introduced greater emphasis on experiential learning through expansion of course offerings. She stated there were many proposed minor programmatic changes, mostly to increase course options, or to update current course offerings. Six half courses, and one full year course were proposed to be added, and would reflect the expertise of recent faculty hires. Dr. Havelka noted that these courses highlighted the modernization and increased diversity of course offering across the Sciences division. Additional changes included the creation of better learning opportunities for students with the introduction of small group practicals and tutorials, as well as increased number of contact hours. There were a number of course description changes made to provide a more accurate description of course content and goals.

In response to a member’s question, Dr. Havelka explained that the CGPA requirement of 2.0 for the Minor in Biology would ensure that students would be well-prepared to succeed in the program and would also assist program students in being able to enrol in required courses, where currently there were waiting lists.
On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the proposed Sciences undergraduate curriculum changes for the 2015-16 academic year, as detailed in the respective curriculum reports, be approved.

Professor Paula Maurutto, Chair of the Social Sciences Curriculum Committee reported that an extensive array of changes were proposed, including 19 new half courses, and two new full year courses. The majority of new courses were in Management and Sociology and were in response to student demand and reflected the strengths of existing hires. These courses would also assist in reducing scheduling conflicts by providing increased options within their programs. Professor Maurutto noted that deleted courses were primarily a result of the CTEP closure and a re-working of the Management curriculum. She noted that minor programmatic changes were proposed to clarify program requirements to ensure that a strong foundational knowledge is achieved by students before moving on to senior level courses. Professor Maurutto noted that the specialist program in Economics and Political Science increased the minimum course grade required for entry into the program to 70 percent, which would bring the enrolment requirements in line with other cognate programs in Economics at UofT. There was a 0.5 FCE increase in 400-level credits required for the Geography Major to ensure more advanced knowledge of the discipline in graduates of the program. A number of courses in the Social Sciences also saw course description changes. These changes provided a more accurate description of course content and goals.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the proposed Social Sciences undergraduate curriculum changes for the 2015-16 academic year, as detailed in the respective curriculum reports, be approved.

6. Other Business

There was no other business brought forward.


Professor Mullin discussed upcoming items in the next two cycles, as stated in the Calendar of Business. She noted that the proposed closures of two programs specializing in the area of human resources were due to the development of a new program, taken through governance last year, that meets requirements of professional bodies, and to a lack of either faculty or student interest in the programs previously available in the area. The two programs have closed their admissions, but students currently enrolled will be enabled to complete their programs. Professor Mullin also advised members that the Committee would hear about external reviews of academic departments in February.

Professor Mullin reported that an additional item for information would be added to the agenda for the next AAC meeting, on Experiential Learning. She noted the identification of experiential learning as an important element of the Academic Plan and President Gertler’s educational strategy. The new item will concern a calendar notation for students about courses offering experiential learning and guidelines for departments to identify those courses. Members interested in the topic were invited to contact the dean’s office via Ms Yen Du (905-828-5266, yen.du@utoronto.ca) to provide input.
Professor Mullin also asked members for advice on an additional item for the upcoming meeting, which would be to propose the assessment of students at the end of every academic session (with the exception of their first session of study). Currently students are assessed only after they complete 4.0 courses, but recent mechanisms such as late withdrawal without academic penalty and the Credit/NoCredit option have meant that some students are assessed late in their tenure at UTM. This has impacted their ability to receive formal feedback on their academic progress. Professor Mullin advised that the proposed change would allow registrarial staff to identify students at risk and for our campus as a whole to provide academic support earlier. This would also mean students could potentially be on academic probation at an earlier point in their academic careers. Professor Mullin emphasized that feedback from faculty and students would be very welcome, and currently the Registrar and Departmental Chairs were in support. Professor Mullin noted that the draft proposal was also available from the Office of the Dean and asked members to contact Ms Yen Du (905-828-5266, yen.du@utoronto.ca) for a copy.

Members discussed the proposal and provided input, including the following key points:

- Students would be at risk of academic probation with a lower number of completed credits;
- A member of UTM’s Academic appeals subcommittee pointed out that students who were on probation were normally advised not to return to their studies in the summer semester, because potentially a very few number of courses could result in them being placed on suspension;
- Ms Diane Crocker, Registrar, advised that currently students who are at risk of suspension receive an email notification and a phone call from Registrarial staff advising them if they are still registered within summer courses. She noted that staff review midterm marks and monitor progress with students who face potential suspensions;
- An earlier warning could provide students with more clarity on their progress;
- Ms Crocker noted that approximately 300 students were not assessed this academic year as they had not completed the required four credits. Students can stay several years in classes not being assessed by using no-credit/credit and late withdrawals. This would likely increase their financial burden.

The Chair was thankful to the Dean for providing items in advance for consultation, and urged members to consult with the Office of the Dean when appropriate.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 8 - Report of the Previous Meeting, be approved.


9. Business Arising from the Report of the Previous Meeting

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

10. Date of Next Meeting – Wednesday, January 7, 2015, 4:10 p.m.
The meeting adjourned at 5:26 p.m.

______________________                                                        _______________________
Secretary                                                        Chair
November 14, 2014
Academic Accommodations for Students with Disabilities

Academic Affairs Committee
November 12, 2014

Nythalah Baker, Equity & Diversity Officer, Office of the Principal
Amy Mullin, Vice Principal Academic and Dean
Mark Overton, Dean of Student Affairs

Focus of Presentation

- University of Toronto’s policies and obligations
- Review of UTM’s AccessAbility Resource Centre
- Faculty member’s role in academic accommodations
- Resources and Questions
University of Toronto's Policies and Obligations

- The university has a legal duty to accommodate students with disabilities (Ontario Human Rights Code)

- Our commitment: an accessible learning environment that provides reasonable accommodations to enable students with disabilities to meet the essential academic requirements of our courses and programs

Meeting our Obligations

- Accessibility services offices - the designated offices for us to respond to requests for accommodations

- Departments CANNOT require that they be provided with medical documentation of a disability

- At UTM our AccessAbility Resource Centre receives requests, reviews documentation, recommends accommodations

- Letters of Academic Accommodation may be issued at any time during the year
**AccessAbility Resource Centre:**

- Focuses on individual students’ strengths and challenges
- Respects the essential requirements of the academic courses and programs
- Promotes Universal Design and Inclusive Teaching practices
- Seeks community partnerships and collaboration to enhance services
Students Identified According to PRINCIPAL Disability (2008-2013)

AccessAbility Team

- Consulting Services
  - Consulting with faculty, staff, student groups and academic/administrative departments (e.g., Facilities, Library) on disability related issues
  - Disability Advisors set up individualized academic accommodations and provide services to students (e.g. referrals, learning strategies)
- Accommodations and Services
- Exam Office
  - Coordination of tests/quizzes/final exams written under the supervision of the AccessAbility Resource Centre
- Volunteerism and Outreach
  - Note-taking services
  - Outreach and education initiatives relating to the service and disability issues (internal and external communities)
Registration with UTM AccessAbility

• Students complete a 5-page Medical Certificate form
• Students provide medical documentation
• Annual re-registration required

Who Qualifies to Register with AccessAbility?

In order to assess if a student qualifies for accommodations AccessAbility considers:

1. Does this student have a disability?
2. Does the disability impact services or academic requirements for which the student would need accommodations?
3. Does the student’s medical documentation support the accommodation(s) requested?
Classroom Accommodation Examples

- Use of a sign-language interpreter or computerized note-taker
- Permission to obtain copies of overheads
- Peer note-taker
- Alternative assignments to group assignments
  - Group projects can be extremely difficult for students with Asperger’s, Schizophrenia, Severe Depression, and Social Anxiety Disorder
- Permission to digitally record lectures

Exam Accommodation Examples

- Writing exams in an alternate location
- Use of assistive devices (e.g., a computer equipped with specialized software)
- Additional time
- Use of a scribe, for students who are blind or have low vision
Other Academic Accommodations

- Alternative format textbooks such as e-text, large print, braille
- Use of an assistant in a lab or lecture
- Assistant/Attendant for field trips including international (e.g. for a student who is blind)

Additional Student Services Offered by AccessAbility:

- Peer Mentorship Program for First Year Students with Disabilities
- Autism Spectrum Peer Group
- Learning Strategy Services for students with learning disabilities
- Adaptive Technology Room in HMALC
Verification of Student Illness or Injury Form

- Presented when students seek exceptions due to short-term illness or injury **not disability**

- Form and supporting document should be submitted to designated department contact (such Academic Advisor) to maintain privacy

- Students who present the Verification of Illness form but are seeking long-term accommodations should be directed to AccessAbility

Faculty Members and Academic Accommodations

- Maintain students’ confidentiality

- Refer students to AccessAbility

- Contact AccessAbility with questions and to work with Advisor
Faculty Members and Academic Accommodations (con't):

Learning Environment

- Identify essential requirements of course (important when alternate assessment of learning is needed)

- Provide handouts and/or presentation slides in advance of class, so interpreters and/or students can be prepared for the class

- Include ‘syllabus statement’ to assist students with disabilities in connecting with AccessAbility

Tests and Exams

- Be available to answer questions: call in, stop by, or provide number

- If unavailable, assign TA to be available to answer questions

- Be sure to pick up exams and tests from students writing with AccessAbility
Resources for Faculty and Staff

AccessAbility Advisors
Room: DV 2047
905-569-4699
access.utm@utoronto.ca

Faculty and Staff Resources:
www.utm.utoronto.ca/accessability/facultystaff-resources

Questions?

Elizabeth Martin
Director, AccessAbility Resource Centre
To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on November 10, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Dr. Joseph Leydon, Chair
Mr. Nykolaj Kuryluk, Vice-Chair
Professor Deep Saini, Vice-President & Principal
Mr. Arthur Birkenbergs
Professor Jennifer Carlson
Mr. Jeff Collins
Mr. Dario Di Censo
Professor Philip Clark
Mr. Paul Donoghue, Chief Administrative Officer
Dr. Giovanni Facciponte
Professor Hugh Gunz
Ms Melissa Holmes
Ms Megan Jamieson
Ms Simone Laughton
Mr. Taeho Lee
Mr. Leonard Lyn
Professor Amy Mullin, Vice-Principal Academic and Dean
Mr. Mark Overton, Dean of Student Affairs
Ms Judith Poë
Mr. Moe Qureshi

Mr. Andy Semine
Professor Jumi Shin
Ms Amber Shoebridge
Professor Steven Short
Ms Anya Todic
Professor Anthony Wensley

Non-Voting Assessors:
Ms Christine Capewell, Director, Business Services
Mr. Dale Mulling, Assistant Dean, Students & International Initiatives

Regrets:
Ms Donna Coulson
Ms Minahil Minhas
Dr. Gerhard Tripen

In Attendance:
Mr. Chad Nuttall, Student Housing and Residence Life
Ms Vicky Jezierski, Director, Director, Hospitality & Retail Operations

Secretariat:
Mr. Louis Charpentier, Secretary of the Governing Council
Ms Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council
Ms Mariam Ali, Committee Secretary

1. Chair’s Remarks

The Chair reminded members that the next meeting of the CAC would consider the 2015-16 Ancillary Operating Plans and as such the following presentations were meant to provide information on issues and opportunities facing those ancillaries. In addition, he noted that the planned budget presentation would explore the priorities, goals and areas of focus that inform decisions about financial resources available to the campus, and asked the advice of members on these matters. The budget discussion would support UTM's annual budget discussion with the Provost and the integration of campus budget plans into the University’s budget.
The Chair advised members of a by-election that would be required in the full-time student constituency of the CAC, and announced that nominations would open on November 11, 2014, to fill the available position. A call for nominations would be communicated to all UTM full-time students on November 11 and information on the relevant nomination and election dates and processes would also be posted on the elections webpage of the Office of the Campus Council. Interested candidates should contact the Deputy Returning Officer, Ms Cindy Ferencz Hammond through the Office of the Campus Council. He asked members to encourage full-time students to participate and thanked Ms Noura Afify, who withdrew from the position, for her service to the CAC.

2. UTM Operating Budget, Themes & Priorities: Presentation by Professor Amy Mullin, Vice-Principal Academic & Dean, and Mr. Paul Donoghue, Chief Administrative Officer

The Chair invited Vice-Principal Academic & Dean, Professor Amy Mullin and Mr. Paul Donoghue, Chief Administrative Officer to present. The presentation included the following key points1:

- The following four funds were segregated: Operating, Capital, Restricted and Ancillary Operations. There had been minimal movement from the Ancillaries to Operating Funds, (historically only Conference Services), however Operating funds were not allowed to contribute to Ancillary Operations;
- The 2014-15 total revenue budget for UTM was $218.7 million;
- After allocations towards the University Fund, University-wide costs, and Student Aid, net revenue for UTM was $167.9 million;
- UTM’s Budget priorities for 2015-16 included: some enrolment growth, reducing the student to faculty ratio, space expansion, faculty and staff searches, enhancing the student experience and experiential learning initiatives;
- While enrolment continued to grow as a result of the flow-through of previous years’ intake, the rate of total enrolment growth would be moderated for three years, beginning in 2016-17. By lowering intake increases in that year, UTM will have a 3-year period of consolidation or relief from rapid enrolment increases;
- Senior administration would carefully monitor the overall recent decrease in provincial undergraduate enrolment, however this year UTM had maintained its first choice applications. The campus continued to be uniquely positioned with a growing demographic of university age-eligible cohort in the western GTA, which would continue to grow over the next 20 years;
- Planned undergraduate enrolment growth would continue to respond to shifting areas of interest indicated by applicant demand and program enrolment;
- Percentage of international students in total registrants currently at 17.3 percent, with plans to increase to 20 percent in approximately four years. Currently, the priority would be to diversify the origin country, as well as the programs of enrolment for international students;
- UTM’s student to faculty ratio was 35.8:1, long-term target was 30 to 1. This would be facilitated through additional faculty hires which require space expansion;
- Faculty searches were a significant undertaking and UTM typically hired at the Assistant Professor level which required more time and resources (including sometimes laboratory and space renovations and start-up funding). Professor Mullin explained that UTSC had a lower faculty student ratios as a greater proportion of faculty hires there were in the teaching stream;

1 A copy of the Budget Presentation is attached as Attachment A.
• UTM’s ability to hire was tied significantly to the Capital Plan. There had been relief to the space shortage with the openings of Deerfield Hall and the Innovation Complex. Planned capital projects, such as the North Building Phase B development would provide long-term relief;
• There would be greater investment in and coordination between academic and student life transition programs;
• The Office of the Dean planned to continue providing base budget enhancements for departments in order to give them more flexibility, the result of a successful pilot project.

Mr. Donoghue advised members UTM’s senior administration would present the proposed 5-year budget to the Provost on December 9, 2014, and the approval period would be for one year.

A member asked about the challenges in broadening recruitment efforts for international students and their interests. Professor Mullin responded that the Office of the Registrar and central office of Enrolment Services were identifying new markets including those in South America based on analysis of previous recruitment methods and current international trends. She noted that creating program diversity would involve communicating more effectively on the range and breadth of programs available at UTM, and continuing to promote that awareness once students enrolled. Mr. Donoghue noted that the *Science Without Borders* program, with an enrolment of 72 students from Brazil, represented a successful step towards for increasing awareness of programs at UTM. He also noted that other universities experienced similar challenges in recruitment and diversification.

In response to a member’s question, Professor Mullin clarified that the 3 percent decrease in Ontario secondary school applicants was province-wide, and explained that UTM did not experience this degree of drop. The member asked whether the budget is altered in response to lower enrolment or whether there would be an increased number of international enrolments in future years. Mr. Donoghue replied that it would be a combination of both. Professor Mullin added that admission standards remained high and were not altered. Professor Saini, Vice-President & Principal commented that some universities experienced an enrolment rate decrease by up to 10 percent.

A member asked whether recent trends towards distance learning, would be incorporated into the curriculum. Professor Mullin responded that there was currently no plan to incorporate any significant degree of distance learning for undergraduate programs, however this might would be explored for some graduate programs. She explained that the government expressed an interest in the delivery of online courses, but the interest of all parties was in participatory online courses and not just lecture capture formats.

### 3. Student Housing and Residence Life and Academic Supports: Presentation by Mr. Chad Nuttall, Director, Student Housing & Residence Life

The Chair invited Mr. Chad Nuttall, Director, Student Housing & Residence Life to present. Mr. Nuttall noted that his presentation would focus on how Student Housing and Residence Life supported the overall academic plan. Mr. Nuttall explained that out of 1353 residents, 718 were first year students and that there was a strong emphasis on providing transition support to this group. Residence students would have access to two different student leaders: the Residence Don who was part of their geographic community, as well as a Student Experience Coach, who was in a similar program and formed their academic living communities. The focus was on building several layers of support. Mr. Nuttall also noted that

---

1 A copy of this Presentation is attached as Attachment B.
international students constituted 46 percent of residence students and that UTM was the only UofT residence to provide a four-year international student guarantee. Mr. Nuttall advised members that residence students in the Academic Culture & English (ACE) program had achieved a 14 percent higher pass rate than the whole ACE program. Crucial to this group’s success were the student staff who lived in the residence community, and the inclusion of facilitated study groups on language development.

Mr. Nuttall told members about the Faculty in Residence program, which focused on facilitating student-faculty interactions and included short visits or stays. This would allow for casual interactions amongst faculty and students, in addition to formal programming that provided further connections to faculty. He further noted residence programs emphasized learning outside the classroom. He cited the First Nations Cultural Awareness program, which offered an integrated approach to connecting students with first nations culture and the Energy Exchange Experience (E3) program, which included 14 community partner organizations and involved students in civic engagement. Community partners had repeated their involvement from year to year and students have continued their engagement past the program’s end.

In response to a member’s question, Mr. Nuttall explained that the meal plan was mandatory for most resident students and particularly for new students to facilitate an easier transition for students and explained that research showed that meal plans aided academic achievement and a healthy lifestyle.

In response to a member’s question about faculty involvement in residence, Mr. Nuttall explained that most faculty involvement was facilitated through existing relationships with staff members or students. He added that efforts would be made to make these connections more systematic in order to have more consistent faculty involvement. Professor Mullin and the Chair both added that they had taken part in faculty-residence student interaction events and encouraged fellow faculty to participate.

A member asked what kind of support student staff members provided. Mr. Nuttall advised it would vary on a daily basis, however their services focused on community building, being accessible to students in need and being experts in appropriate referrals to the myriad of campus services available to students.

A member emphasized the importance of residence life on academic and life success and asked about the future plans of the Residence operation. Mr. Nuttall noted that there were on-going efforts to create a Master Plan for the residences. Mr. Donoghue added that currently UTM budgets for a 96 percent occupancy rate and would continue to monitor occupancy, noting there were several residences built in the recent past. He explained that during the upcoming construction of the North Building Phase B, UTM would be making use of the small remaining vacancy rate and would be pressing the residence program to capacity. All such factors would be considered and balanced carefully when looking at whether to increase proportion of students living on residence and to increase the number of residence spaces available.

A member asked what barriers existed for students interested in living on Residence. Mr. Mark Overton, Dean, Student Affairs responded that one of these barriers was an OSAP guideline that limits financial aid support for students whose permanent address is in close proximity to their campus.

4. Food Services at University of Toronto Mississauga: Presentation by Mr. Paul Donoghue, Chief Administrative Officer
The Chair invited Mr. Donoghue to present on recent developments and progress made in Food Services at UTM. The presentation included the following points3:

- The current food service landscape provided a balance of branded concepts, customized program offering and Grab & Go outlets, with venues clustered in key areas of high campus population;
- The development of the 2006 Food Service Master Plan coincided with enrolment growth; the availability of space was a significant limitation;
- Key elements of the Master Plan included: a long term plan to deal with food service space, accommodate enrolment growth, incorporate a comprehensive range of food services and a variety of concept foods;
- Chartwells was the single, contracted food service provider with the exception of the Blind Duck Pub, which was independently operated by the UTM Student Union;
- UTM would be responsible for oversight and contract management by Hospitality and Retail Services, with two active advisory committees: Food Service Advisory Committee (FSAC) and the Residence Dining Committee4;
- Mr. Donoghue informed the Committee that the Chartwells contract had expired in April, 2014. FSAC reviewed available options and agreed to proceed with 1 year contract extension and to engage a consultant for the related Request for Proposal (RFP) process;
- Kaizen Consultants were engaged (April, 2014) and were asked to investigate the viability of a self-operating food service;
- It was found that the costs associated with a self-operating model would be prohibitive, and food services would need to be subsidized annually in addition to a one-time first year contribution from the university’s operating budget; in this scenario the food services ancillary would not be able to meet the University’s ancillary guidelines, which require ancillaries to operate without a subsidy from the operating budget, provide for all costs of capital renewal including deferred maintenance, and create and maintain an operating reserve;
- In order to meet criteria of Ancillary Guidelines, UTM would need to increase retail and meal plan prices, charge vendors commission, increase price of catering and refrain from expansion to new locations;
- As a result, FSAC agreed in August of 2014 to maintain a contract management approach;
- Mr. Donoghue pointed to the consultation process map and timelines, which had occurred on campus regarding food services;
- Mr. Donoghue provided highlights of the feedback received through town halls, small group consultations and a survey that received over 2700 responses;
- The feedback and recommendations from the survey would form the basis of discussions related to UTM’s food service provider;
- Food service improvements made in 2014 included the opening of the North Side Bistro (Deerfield Hall), an expanded Second Cup operation (Innovation Complex), Renovated Colman Commons (Oscar Peterson Hall); Food Trucks and a focus on quality, diversification and service;
- Food service improvements planned for 2015 would include: a push for ‘fair-trade’ designation; a rigorous staff training program; nutritional and cooking classes; an improved hospitality website and communications;
- 2015 would also see the design of permanent food court to be prepared for tender, in order to replace the Temporary Food Court (TFC);

3 A copy of this Presentation is attached as Attachment C.
4 For more information on FSAC, please go to: http://www.utm.utoronto.ca/hospitality/CFSAC.
In response to a member’s question, Ms Vicky Jezierski, Director, Hospitality & Retail Operations, advised that the cooking classes would be held in Deerfield Hall, led by Chefs and would incorporate nutritional guides. She also noted the Colman Commons menu cycle would be extended to 4 weeks in order to provide variety and avoid food fatigue.

A member commented on the insufficient cooking space in residences with one kitchen among four students. Mr. Overton responded there were no current plans to renovate kitchens in the residences, however, it was hoped that campus outlet additions and long term improvements in food services throughout the campus would ameliorate this concern.

Professor Saini applauded the progress made in food services in the last four years, and complimented the CAO on his leadership, as well as the senior staff and related committees involved for implementing their collective vision. Mr. Donoghue added that such improvements took time, but that plans were accelerating in a positive direction. He remarked that students in general and through the FSAC were very positively and actively engaged in food service planning.

A member asked whether the hot dog vendor on the Five Minute Walk, Mike the Hot Dog Guy, was an independent contractor. Mr. Donoghue responded that he was a Chartwells sub-contractor, adding that the contractor was responsible for bringing outlets onto campus.

5. Assessor’s Report

Mr. Donoghue advised of upcoming items at the next meeting, which included the Ancillaries Operating Plan 2015-16 and Capital Project: Parking Deck Expansion. He noted the capital project was essential to increasing parking spaces on campus to accommodate enrolment growth, as well as staff and faculty and was on a condensed timeline.

CONSENT AGENDA

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.

6. Date of Next Meeting – Thursday, January 8, 2015, 4:10 p.m.


8. Business Arising from the Report of the Previous Meeting

9. Other Business

There were no items of other business.

The meeting adjourned at 5:58 p.m.
Secretary
November 16, 2014

Chair
UTM Proposed Operating Budget: Themes & Priorities

CAMPUS AFFAIRS COMMITTEE
NOVEMBER 10, 2014

TIGHTLY-WOVEN Academic Plan

Enrolment

Revenues

Expenses

Reserves

Debt

Faculty/Staff Recruits

Master Plan

Space + Capital

TIGHTLY-WOVEN
The 4 Funds

- Operating Fund
- Capital Funds
- Restricted Funds
- Ancillary Operations

Relationship Between Four Funds

- Funds are segregated
- Most movements from Operating to Capital (via capital reserves)
- Minimal from Ancillaries to Operating historically Conference Services ($100k)
- Detailed Ancillary Budgets come to CAC in (January 8, 2015)
UTM Net Revenue ($ Millions 2014-15)

Gross Revenue $224.7

University Fund $22.4
University Wide Expenses $33.0
Student Aid $9.8

Net Revenue $167.9 (75% of gross)

Major Expense Categories

- Compensation 60.6%
- Other Supplies & Services 12.2%
- New Faculty Start Up 1.5%
- Library Acquisitions 0.8%
- Renovations Capital Plan 9.7%
- Student Services Self Funded 8.3%
- Utilities 2.9%
- UTM Deficit 1.5%
- Deferred Mtce 0.5%
- Mortgages 2.0%
Priority: Enrolment

- Enrolment Growth + “Pause” Period
- Domestic Growth Considerations
- Demographics + Western GTA
- Shifting Areas of Interest/Demand

Percentage of International in Total Registrants 2004-2014

*2014 data as of Sep 3
### International Students by Country

- **China**: 61.3%
- **Hong Kong**: 4.7%
- **Korea (South)**: 4.0%
- **India**: 3.2%
- **Nigeria**: 3.4%
- **Brazil**: 3.2%
- **Pakistan**: 3.9%
- **Taiwan**: 1.8%
- **U.S.A**: 3.1%
- **Malaysia**: 1.1%
- **Russian Federation**: 0.7%
- **Vietnam**: 0.7%
- **Japan**: 0.7%
- **Kazakhstan**: 0.6%
- **Other**: 11.1%

### Priority: International Students

- **Domestic/International Mix**
  - Now at 21.1% intake; 17.3% total

- **Diversification**
  - Now at 61% to 66% single-source home country

- **Base Budget & Vulnerability**
Priority: Student:Faculty Ratio

- Now highest across University: 35.8
- Long-term target: 30.0
### Priority: Faculty Recruitment

<table>
<thead>
<tr>
<th>Division</th>
<th>Professoriate</th>
<th>Teaching Stream</th>
<th>Total</th>
<th>Teaching %</th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp;S</td>
<td>729.9</td>
<td>118.2</td>
<td>848.1</td>
<td>14%</td>
</tr>
<tr>
<td>UTSC</td>
<td>220.9</td>
<td>93.0</td>
<td>313.9</td>
<td>30%</td>
</tr>
<tr>
<td>UTM</td>
<td>237.1</td>
<td>62.4</td>
<td>299.5</td>
<td>21%</td>
</tr>
</tbody>
</table>

- Mix of Rank/Category
- Success Rate: 2011-12 = 85%; 2013-14 = 74%
- Search Costs; time and money

### Related Recruitment Challenges

- Renovations and Start-up Funding
- Teaching Space/FTE: 1.71 nasm (\textbf{A&S 2.02})
  - Rank 12\textsuperscript{th} of 18 (within UofT)
- Research/Office Space/FTE Faculty 50.11 nasm (\textbf{A&S 97.76})
  - Rank 12\textsuperscript{th} of 19 (within UofT)
- Capital Plan
### Capital Plan

**Opened 2014/15**
- Deerfield Hall & Innovation Complex

**Underway**
- Teaching/Research Laboratory Renovations
- Research Greenhouse
- Supporting Infrastructure

**Major Planned**
- North2 (To open September, 2017)

---

### Priority: Enhancing the Student Experience

- Transition Programs

- Experiential Learning

- Active Learning Classrooms
  - North2 + Davis Prototypes/Retrofit
Priority: Enhancing the Student Experience (2)

- Flexibility for Academic Departments
- Base budget enhancements
- Range of initiatives (e.g. Science, Humanities, Social Sciences)

Academic Budget Review: 5-Year Plan (December 9, 2014)
Strategic Topic: Student Housing and Residence Life and Academic Support

CAC: Monday, November 10, 2014

1. Academic Achievement
2. Faculty & Student Interaction
3. Co-curricular Learning and Enhancement of First Nations Cultural Awareness
4. Civic Engagement
5. Student Retention and Awards
46% of UTM students live in Residence, internationally.

<table>
<thead>
<tr>
<th>Total Residence</th>
<th>1353</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Years</td>
<td>718</td>
</tr>
<tr>
<td>Upper Year</td>
<td>541</td>
</tr>
<tr>
<td>Graduate Students</td>
<td>48</td>
</tr>
<tr>
<td>Families</td>
<td>37</td>
</tr>
</tbody>
</table>

Diverse student populations from 67 COUNTRIES

1:15.5 Staff to Student ratio including Dons, Residence Experience Coaches (RECs) and Peer Assistants (PAs)

1. Academic Living Communities: 77% of students found it very important to live in an academically focused community.
2. Residence ACE Orientation
3. Student Staff: 55% PASS RATE
4. ACE Residence Students: 69% PASS RATE

ACADEMIC CULTURE & ENGLISH

HOW: 1. Academic Living Communities
2. Residence ACE Orientation
3. Student Staff
Faculty & Resident Interaction

**Faculty in Residence Program**
- Catalyst was NSSE Data – Encourage Student-Faculty interactions
- Faculty-in-Residence live-in component
- Lunch with a Faculty
- The “Real Lives Of ...”

“**This program allowed me to make a new connection with my favourite professor. I gained a new friend who also became my reference for law school applications.**”

“It made professors more approachable. I realized through conversations with professors steps I can take for academic success and how to move forward with my personal and professional aspirations.”

Living in residence enhanced my ability to connect with faculty - 37.5% agreed, strongly agreed.
Enhancement of First Nations Cultural Awareness

Waawahte Northern Lights Initiative (WNLI)

- In the Fall students attend Traditional Anishnaabe ceremonies. Students participate in Biinaakwe Giizis (Falling Leaves Moon) ceremonies - a one-day thanksgiving ceremony.

- In the spring students attend a four-day immersive trip engaging with First Nations Elders and teachings. Student work on behalf of the community and help prepare for the Spring Fasting Camp.

- First Nations and Metis background participate, as well as residence students from all over the world.

Civic Engagement

Energy Exchange Experience (Alternative Reading Week)

- 3 days  
  February 18, 29, 20 2014

- Over 90 Residence Students  
  Representing 21 different academic disciplines

- 14 Community Partner Organizations  
  Big Brothers Big Sisters, EcoSource, Eden Community Food Bank, Erin Mills Youth Center, Family Education Center, Interim Place, Nexus Youth Center, Our Place Peel, Peel Aboriginal Network, Safe City Mississauga, Seva Food Bank, United Way of Peel Region, Vita Centre, Volunteer MBC

Over 60% of participants agreed that: as a result of the Energy Exchange Experience . . . I was able to make connections between classroom and out-of-classroom learning

“The various schools of thought that the students bring in helps innovative thinking.”
Campus Affairs Committee
November 10, 2014

UTM Food Services:
Changes, Progress, Prospects, Plans

Overview of Current Operations
**2006 Food Service Master Plan**

- Long-term plan to deal with food service space*
- Accommodate enrolment growth/increasing demand with high-quality services
- Comprehensive range of “types” of food service (eating, dining)
- Develop variety of concepts/foods to reflect demands

*Major Limitation: Space

---

**Overview of Current Operations**

- **Single, contracted provider** (Chartwells)
  - Blind Duck Pub independently operated by UTMSU
- **Oversight & Contract Management by Hospitality Services**
- **Two Active Advisory Committees**
  - Food Service Advisory Committee (N=13)
  - Residence Dining Committee (N=11)
### Food Service Advisory Committee

**Membership:**
- Chair
- Residence Students (2)
- Full Time Students - UTMSU (2)
- Graduate Student (1)
- Student Affairs Staff (1)
- UTM Faculty (3)
- UTM Staff (1)
- Hospitality and Retail Staff (2)
- Chartwells GM (as resource)

**Food Service Advisory Committee website:**
http://www.utm.utoronto.ca/hospitality/CFSAC

**Available information:**
- Research and Feasibility Study (Kaizen)
- Request for Quotation (Consultant)
- Minutes of meetings (plus status reports)

### Recent Developments

- Contract with Chartwells expired April 30, 2014
  - Similar and different contract provisions
- Consultants re: Request for Proposal (RFP) Timeline
- Two Options:
  - Option 1 – Shortcut process
  - Option 2 – Request short-term extension of contract
  - Focus on viable transition date
- Reviewed by UTM Food Service Advisory Committee December, 2013
  - Agreed to proceed with 1-year contract extension
  - Agreed to engage consultant
Recent Developments (2)

- March 2014: Committee Interviews

- April 2014: Kaizen Foodservice Planning and Design Inc. engaged

- May 2014: Self-Operating Feasibility Study begun by Kaizen

- August 2014: Self-Operating findings presented

Ancillary Guidelines

Four Objectives

Findings (Phase 1):
- The food service ancillary is required to adhere to existing Ancillary Guidelines

<table>
<thead>
<tr>
<th>Objective</th>
<th>Residence</th>
<th>Food Services</th>
<th>Conference Services</th>
<th>Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operate without subsidy</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Provide for capital renewal</td>
<td>Yes</td>
<td>Yes</td>
<td>n/a</td>
<td>Yes</td>
</tr>
<tr>
<td>10% operating reserve</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Contribute to operating</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>
Recent Developments (3)

- In order to meet criteria of Ancillary Guidelines, UTM would need to:
  - Increase retail and meal plan prices,
  - Charge all vendors commission internally,
  - Increase the price for all catering,
  - Likely refrain from building new locations,
  - Reduced service levels.
- Cost associated with self operating provision is prohibitive.
- Recommend: contract management approach be maintained

Recent Developments (4)

- August 2014 – UTM would not pursue a Self-Op Food Service Model based on consultation and discussion with Food Service Advisory Committee.
  - Would need a $400k to $500k subsidy per year to cover the increase in annual operating costs in a self-op model (+250k, one-time)
  - Contrary to first principle of Ancillary Guidelines
  - Subsidy would only sustain the food service operation and not provide for further improvements, expansion or even renewal
Recent Developments (5)
Phase 2 Food Service Contractor RFP Development Timeline

Feedback and Results (Excerpts)
Key highlights / comments

Concepts
- High demand for Asian concepts including Chinese, Thai and Vietnamese. Branded concepts would be welcomed however there is a desire for in-house versions of these offerings. (international station)
- High demand for a gourmet burger, deli and Greek concepts
- The food truck program has been very well received.
- Demand for a served salad bar, where greens are pre-portioned and customers modify with toppings.
- The Bistro at Deerfield has been well received by all groups.
- There is a fair amount of fatigue on campus, specifically with branded concepts and at Colman Commons. A greater variety of in-house offerings where possible is desired.
- There is a strong opinion that the Colman Commons menu cycle is too short and contains too many fried and heavy options.
- All day breakfast options would be welcomed.

Value/Pricing
- All groups felt that prices were too high
- The overall perceived value of offering is very low.
- Pricing does not match the quality of food received (57%).
- Lower priced options, or half sizes are desired.
- Combo meal pricing, or Meal of the Day options are desired at TFC and Colman Commons.

National Brands
- The most desired national brands currently not on campus include:
### Feedback and Results (Excerpts)

**Key highlights / comments**

#### Quality
- Overall impression of quality is low. TFC Chartwells brands were often considered to be the poorest quality.
- There is the impression that the offering at Booster Juice and Pizza Pizza is not equivalent to that of the street.

#### Staffing/Training
- Many complaints about rude staff at Tim Horton's, Colman Commons and TFC. High praise for staff at Deerfield.
- Staff use the same utensils to cut pork and other products promoting cross-contamination.
- Some staff are not aware of which products are Halal, and which aren’t.

#### Speed of service
- There are frequent complaints of slow service, especially at Tim’s during peak periods.

#### Healthy Options and Availability of Information
- Healthy options are lacking throughout campus and where they are available, high pricing prevents frequent purchases.
- There is a desire for a greater number of non-pasta based vegetarian options.
- Students would like to see nutritional information at the point of service where possible.
- Users attempt to find information on the foodservice website but find it difficult to navigate and often lacking in information.

#### Exclusivity - Catering
- There is a strong desire to loosen the exclusivity rules, especially with student clubs. Forcing student funded clubs to purchase catering in-house often proves to be cost prohibitive.

### Conclusions and Recommendations

**Key Recommendations/Considerations**

- Key concepts to consider in the future include Chinese, Thai, Gourmet Burger, Greek and Mexican either through National brands or in-house programs with a focus on freshness and quality.

- An expansion of healthy food offerings throughout campus including non-pasta based vegetarian options, and build to order salad options should be considered.

- The menu cycle and late night offerings at Colman Commons should be expanded in order to alleviate menu fatigue. Further, Colman commons should be aggressively marketed to non-meal plan participants.

- Venue hours of operations to be reviewed and adjusted as necessary venue in order to ensure that students are served as broadly as possible.
Conclusions and Recommendations
Key Recommendations/Considerations

- **A limited exclusivity arrangement for catering** services on campus should be considered, whereby the on-site operator is one of a select group of approved caterers.

- Ensure that the future operator implements a **comprehensive training and development program** to address future staffing issues and concerns as well as to empower the operator and university to take corrective action.

- Ensure that the future operator has infrastructure and programs in place to **properly and continuously market events, promotions, initiatives, programs and offerings** on an ongoing basis both with traditional marketing, online and through social media.

- **Structure the future foodservice contract to include measurable minimum KPI's relating to service and offering and develop and implement a scorecard measurement tool to ensure ongoing contract compliance.**

### RFP Timeline

**RFP & Pre-Qualification Document Preparation**
- Community Feedback Presentation
- Final RFP Document Ready for Release
  - November 7, 2014
  - December 19, 2014

**RFP Release**
- Issue to Market
- Bids Due from Proponents
  - January 5, 2015
  - February 9, 2015

**Bid Evaluation and Proponent Selection**
- Internal Evaluation of Bids
- Short List Presentations
- Final Selection
  - February 9 - March 9, 2015
  - March 16 - March 17, 2015
  - By March 20, 2015

**Contract Negotiation and Contract Signing**
- By April 3, 2015

**Transition**
- April to June 2015
Food Service Improvements for 2014

- Deerfield Hall:
  - North Side Bistro – Opened August, 2014
  - Innovation Complex
    - Second Cup – Opened September, 2014
- Oscar Peterson Hall:
  - Renovated Colman Commons – Opened August, 2014
  - Expanded Colman Commons – Opening November, 2014
    (7:30 a.m. – 12:00 p.m.)
- Food Trucks
- Focus on Quality, Diversification, Service
  - Halal, Vegetarian & Vegan, Healthy choices, International choices, Hours of Operation

Food Service Improvements for 2015

- Push Contractor for “Fair-Trade” Designation
- Rigorous Staff Training Program
- Nutritional + Cooking Classes in Colman Commons
- Improved Hospitality Web-site & Communications
- Design of Permanent Food Court – prepare for tender
Conclusions

- Pleased with 24 month improvements?
- More to do?
- Right road to get there?
- Equation of Opportunity: Contract Expiry + Feedback to inform RFP + Space Available + Design Work

Deerfield Hall
North Side Bistro
Innovation Complex
Second Cup

Colman Commons
Renovation
Colman Commons
Expansion (Opens late November, 2014)

Thank You
Questions?
UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

OCTOBER 8, 2014

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on October 8, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Professor Hugh Gunz, Vice-Chair
Professor Deep Saini, Vice-President & Principal
Ms. Judy Goldring, Chair, Governing Council
Ms Kelly Akers
Mr. Nabil Arif
Mr. Lee Bailey
Mr. Jeff Collins
Ms Paula Hannaford
Ms Megan Jamieson
Mr. Nykolaj Kuryluk
Professor Angela Lange
Mr. Sheldon Leiba
Dr. Joseph Leydon
Ms Alice Li
Mr. Leonard Lyn
Ms Mariam Munawar
Ms Judith Poë
Mr. Glenn Thompson

Mr. Douglas Varty

Non-Voting Assessors:
Professor Amy Mullin, Vice-Principal Academic & Dean
Mr. Paul Donoghue, Chief Administrative Officer

Regrets:
Mr. Simon Gilmartin
Mr. Kevin Golding
Dr. Rav Kumar
Ms Sara da Silva
Mr. John Switzer
Mr. David Szwarc

In Attendance:
Mr. Mark Overton, Dean, Student Affairs

Secretariat:
Mr. Louis Charpentier, Secretary of the Governing Council
Mr. Lee Hamilton, Acting Assistant Secretary of the Governing Council
Ms Cindy Ferencz Hammond, Director of Governance
Ms Mariam Ali, Committee Secretary

1. Chair’s Remarks

Professor Hugh Gunz, Vice-Chair welcomed members to the first meeting of the UTM Campus Council for the academic year. He explained that the Chair, Mr. John Switzer was unavailable for this meeting and sent his regrets. He introduced Professor Deep Saini, Vice-President and Principal; and the Committee’s non-voting assessors, Professor Amy Mullin, Vice-Principal Academic and Dean and Mr. Paul Donoghue, the Chief Administrative Officer. The Chair also welcomed and introduced both new and returning members of the Campus Council.

2. Orientation

The Chair gave an Orientation presentation1 and Members were directed to Orientation Resources available at http://uoft.me/OrientationResources. The presentation included a visual representation of the governance path for the consideration of a capital project, compulsory non-academic incidental fees, as well as the campus and institutional budget. The Chair explained that the Committee was concerned with matters affecting the Campus’ objectives and priorities, development of long-term and short-term plans and the effective use of resources in the course of these

1A copy of the Orientation Presentation is attached as Attachment A.
pursuits. The Chair defined for members the boundary between governance and administration, explaining that governance was a receiver of proposals and reports from the administration and that management of the University was the purview of administration. He also advised on the role of the Secretariat and provided an overview of the agenda planning process.

The Chair invited Professor Deep Saini, Vice-President & Principal to present an overview of the Campus and his role to the body as the voting assessor. Professor Saini’s presentation outlined the structure of campus administration and highlighted recent developments at UTM including the building openings of Deerfield Hall and the Innovation Complex.

3. Report of the Vice-President & Principal

Professor Saini invited Mr. Sunny Gill, President of the Undergraduate Commerce Society (UCS) to provide members with an overview of their organization. He noted that the UCS was the largest academic society at UTM and served over 1300 commerce students, with more than 50 events in the past year. Mr. Gill provided members with an overview of the organization, which was divided into three teams; External, Internal and Presidential. Mr. Gill advised members that the UCS had adapted to changing landscapes, which included the merger of Canadian accountants under the CPA designation, and had begun pursuit of additional sponsors. UCS also branched out by engaging in partnerships with other student groups on campus, as well as connecting students to the external community through networking and recruiting events. Mr. Gill informed members that the UCS expanded internal branding efforts and mentorship of newer Commerce students to encourage earlier engagement. Mr. Gill highlighted several key UCS events including, BizFrosh, Ready Set Market and Show Me the Green.

A member asked how sponsorship played into the sustainability of the UCS and for Mr. Gill to comment on the nature of the events and possible fiscal constraints. Mr. Gill responded that the changes to the accounting designations had affected UCS as three sponsors had merged into one, however he noted that they remained supportive and helpful throughout the transition. UCS had also focused on trend forecasting for events through extensive feedback from students in order to provide the most value to their members.


The Chair referred members to the Calendar of Business, and advised that the document would be updated on the Office of the Campus Council website every Friday; he encouraged members to review the Calendar on a regular basis.

5. Committee to Review the UTM and UTSC Campus Council: Consultation

The Chair invited Ms Judy Goldring, Chair of Governing Council to speak to the item. Ms Goldring advised members that the mandate of the Committee to Review Campus Councils (CRCC) was three-part: to evaluate the efficacy of the model and its implementation, to report findings and to recommend refinements. She advised that a broad call for advice as well as consultations with senior administrators, voting assessors and public in-person consultation sessions had begun in September. Ms Goldring encouraged members to attend open meetings that were scheduled for October, and would include input from various estates, student union leadership, student societies and clubs. There were also two public town-halls scheduled on November 5 and 6 at UTM and UTSC respectively, which would give the CRCC an opportunity to report back on its work and to receive further feedback from members of the campus communities. Ms Goldring noted that the CRCC included membership from both UTM and UTSC Campus Councils and was mandated to report its findings to the Governing Council at its meeting held in December.

---

2 A copy of the Assessor Presentation and the Assessor Handout is attached as Attachment B and C respectively.
3 A copy of the Undergraduate Commerce Society Presentation is attached as Attachment D.
Professor Saini, a member of the CRCC, noted that input received thus far had been very valuable and included thoughtful suggestions, which reaffirmed that the tri-campus structure was sound, and that refinements in practice would be the focus of the CRCC’s recommendations.

6. Office of the Vice-Principal Academic and Dean: Presentation by Professor Amy Mullin, Vice-Principal Academic and Dean

The Chair invited Professor Amy Mullin, Vice-Principal Academic and Dean to begin her presentation and speak about progress with respect to the goals outlined in the academic plan and the responsibilities of the Office of the Dean at UTM. She provided an overview of the roles of different members of the Dean’s Office and highlighted the extensive collaboration that takes place among senior administration across the Campus and the University. Professor Mullin outlined the progress made with respect to every goal of the Academic Plan, which included improvement of the student to faculty ratio via faculty hires, research and teaching excellence, expanded transitional programming (specifically Robert Gillespie Academic Skills Centre workshops and the utmONE program) and increased support for writing skills. She reported that 25 confirmed faculty hires were made in the past year, and that 10 searches were postponed or unsuccessful.

Professor Mullin noted significant investments in research infrastructure had been made both by initiatives that support improvement for the campus as a whole and by renovating research laboratories and providing start-up funds for new faculty hires. The Dean’s Office would continue to build further experiential learning opportunities through field courses and internships in addition to increased experiential learning activities in lectures, labs and seminars. She noted that the new Masters of Science in Sustainability Management program (MScSM) also included internships. Professor Mullin highlighted other decanal responsibilities, which were numerous and included academic human resources, complement planning and hiring, collective agreements and policies regarding teaching staff, academic integrity, and support of curricular change and Chair searches. Professor Mullin advised members of decanal participation in U of T governance on various bodies including the Council on Student Experience, Jackman Humanities Institute Council, Fraser Mustard Institute Steering Committee, NGSIS (Next Generation Student Information System) to name a few. She noted that similar to members’ responsibilities with respect to UTM governance bodies and their estates, in such roles she represented UTM, yet made decisions that were in the best interests of the university as a whole.

In response to a member’s question, Professor Mullin responded that a majority of the 10 unsuccessful faculty searches were attributed to the lack of a suitable candidate and fit with the available position. A member asked if the Ontario government’s pressures on enrolment expansion affected faculty hires. Professor Mullin noted that the Ontario environment was only a part of the academic search process, since the University recruits internationally. Faculty searches at UTM had benefitted from a less congenial environment for academics in the United Kingdom, as had been the case for several years prior to that in the United States.

7. Current Year Campus and Institutional Operating Budget: Presentation by Mr. Paul Donoghue, Chief Administrative Officer

The Chair invited Louis Charpentier, Secretary of the Governing Council, to address the consideration of budget matters by the UTM and UTSC Campus Councils and Campus Affairs Committees. Mr. Charpentier explained that in the preceding year, the Campus Councils and the Governing Council resolved to defer implementation of the governance consideration path of budget matters, and undertook to work collectively with governance and administration to develop appropriate administrative processes that respect the Terms of Reference of the relevant bodies, while meeting the required planning principles and timelines leading up to the presentation of the University’s Operating Budget to governance. He explained that in the fall, budget presentations would be provided to the Campus Councils and Campus

---

4A copy of the presentation is attached as Attachment E.
Affairs Committees, parallel to the established budget process, and that those bodies would be asked to consider the overall goals of the budget with respect to existing academic plans and other existing planning documents.

Mr. Charpentier pointed to the “process map” that was made available with the meeting documentation and summarized the approach discussed, which delineated the following four components:

1. an integrated budget presentation to the CACs and CCs,
2. an overview of the proposed campus operating budgets at CACs and CCs,
3. the Provost’s budget review meetings, and
4. governance consideration of the University’s operating budget.

The Chair then invited Mr. Paul Donoghue, Chief Administrative Officer to give a presentation on the current year institutional and campus budget, which represented step one of the budget governance process map. The presentation included the following key points:

- The broader context for the University’s Operating Budget involved several key factors, including low interest rates, the declining Canadian dollar, differentiation of priorities among Ontario universities, tuition framework, declining public investment, internationalization and a provincial deficit of approximately $12 billion;
- The Provincial operating grant as a share of total operating revenue had decreased from 44% in 2006-07 to 32% in 2014-15, and would continue on its downward trend to 28% by 2018-19;
- That a balanced budget was projected at the institutional level ($2.0 billion) in 2014-15;
- The University Fund was created by a 10% deduction from gross revenues that would be allocated by the Provost based on academic plans and institutional priorities;
- $164 million in financial assistance was provided by the University to its students in 2012-2013 and $147 million in external funding and employment income for graduate students;
- Structural budget challenge: Weighted average increase in revenues was 2.6% while weighted average increase in expenses was 4.1%, producing a structural deficit of 1.5%, driven primarily by compensation;
- The Academic priorities for 2014-15 included UTM’s and UTSC’s expansion in space, services, tenure and teaching stream hiring, curriculum changes, online course delivery, capital projects (Law, Engineering, Architecture) and experiential learning;
- University Fund allocations totaled $10.5 million for 2014-15, including a one-time-only $4.0 million capital matching for UTM and UTSC;
- The 2014-15 total revenue budget for UTM was $218.7 million; following allocations towards the University Fund, University-wide costs, and Student Aid, net revenue for UTM was $167.9 million;
- UTM campus-related costs included occupancy costs (largest item), library, student life, Admin/Finance, Human Resources and Information Technology;
- UTM deficit repayment ($3.0 million) related to increased undergraduate enrolment leading to modifications in buildings, faculty hires and other related costs, and would be completely repaid in 2015-16.
- There was strong undergraduate growth at UTM, which represented 57% of the overall undergraduate enrolment growth at UofT;
- UTM retained the number of first choice applications from the previous year and remained sensitive to a softening of demand at the University level;
- That to create sustainable growth and provide a rich academic experience, the strategy employed at UTM was to use additional revenue towards one-time capital investments and increasing space to allow for additional faculty hires.

CONSENT AGENDA

On motion duly moved, seconded, and carried

---

5 A copy of the Budget Presentation is attached as Attachment F.
YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 9 - Report of the Previous Meeting, be approved.

8. Reports for Information
   a. Report 7 of the Agenda Committee (September 29, 2014)
   b. Report 7 of the Academic Affairs Committee (September 18, 2014)
   c. Report 6 of the Campus Affairs Committee (September 15, 2014)


10. Business Arising from the Report of the Previous Meeting

11. Date of the Next Meeting – December 8, 2014 at 4:10 p.m.

The Chair reminded members that the next meeting of the Council was scheduled for Thursday, December 8, 2014 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

12. Question Period

In response to a member’s question, Professor Saini clarified the percentage for new intakes of international students shown in his earlier presentation, under Item 2.

A member asked how the University managed students at risk for mental illness and what roles student societies played. Professor Mullin responded that the University – specifically Student Affairs, the Office of the Registrar, Personal Counsellors and Student Academic Officers on campus were trained to identify and assist students with mental health concerns. She also noted that there were a number of accessibility services offered to students. A member noted that student societies continually promoted mental health awareness on campus, including the use of Peer Health educators, which were upper year students. Mr. Mark Overton, Dean of Student Affairs also noted that over the last year, hundreds of UTM students, faculty and staff had participated in SafeTalk training, a helpline which specifically addressed mental health concerns.

13. Other Business

There were no other items of business.

The meeting adjourned at 6:19 p.m.

________________________________________  _______________________
Secretary                                                        Chair
October 14, 2014
What are the Terms of Reference of the Campus Council?

- On behalf of the Governing Council has governance oversight of campus specific matters

- Concerned with matters affecting the Campus’ objectives and priorities, development of long-term and short-term plans and the effective use of resources in the course of these pursuits
What is the Committee’s Role in Relation to Other Governing Bodies?

- Final body of consideration at campus level with GC Executive Committee confirmation

- Recommends certain items to Academic Board and the Governing Council
Role of Governance and Administration

- Administration manages the University, issues reports and proposals.
- Governance is the receiver of proposals and reports from the administration.
- Primary Functions of Governance – Oversight, Advice, Approval (or rejection)
- Together the functions of governance and administration are sustaining and advancing the University’s purpose, strength and well-being.

Who are the CC Members?

- 28 members
  - 2 administrative staff
  - 11 community members
  - 6 teaching staff
  - 4 students
  - 5 ex officio members
Who are the Assessors?

- Campus Council: Vice-President and Principal, Deep Saini
- Voting Assessors of AAC
  - Vice-Principal Academic & Dean, Amy Mullin
  - Vice-Principal Research, Bryan Stewart
- Voting Assessors of CAC
  - CAO, Paul Donoghue
  - Dean of Student Affairs, Mark Overton
  - Vice-Principal Academic & Dean, Amy Mullin

What is the Role of the Assessors?

- Bring forward proposals from the administration for consideration to CAC & AAC
- Provide reports for information
- Introduce items before discussion and vote
- Roles of the assessors reflect terms of reference
What are the Responsibilities of CC Members?

- Reflect the perspectives of their estate, as appropriate
- Members act in the best interests of the institution as a whole
- Refer to “Expectations and Attributes of Governors & Key Principles of Ethical Conduct” in the quick reference guide

Members: Tips for Effective Participation

**Informed participation ➔ review materials in advance** (attention to cover sheets)

- **Adding value**
  - provide feedback/advice to assessors in preliminary stages of a proposal
  - make suggestions for improvements to presentations for subsequent bodies in the governance process
  - ask questions (if answers will require preparation it is best practice to alert assessors in advance so that they can be prepared)
- ask about consultation process
Calendar of Business: What business will be brought to CC this year?

- Developed annually for all Governing Council bodies
- An overview of all anticipated business to be transacted in the year
- New items are added (updated every Friday) as they arise from the administration

How is the Agenda Set?

- Agenda Committee consists of the Chair, Vice-Chair, the Chairs of the AAC and CAC, the VP&P and one member from each estate
- Items normally recommended by one of its Standing Committees
- Agenda planning is the “hand-off” from the administration to governance
How Does One Access Meeting Documents?
The Governance Portal: Diligent Boardbooks

- Only tool used to distribute confidential meeting documentation to members, and therefore the expectation is that all members make use of it
- Password protected
- Instructions for setup: [http://uoft.me/DBBInstructions](http://uoft.me/DBBInstructions)
- User Name: “firstname lastname” and the temporary Password is “July2014”.

Conduct of Meetings

- Modified version of Bourinot’s Rules of Order which are included in the Governing Council’s By-Law Number 2.
  - Meetings are normally open.
  - Members may speak once in a debate for up to 5 minutes to allow for wide participation
  - Only members and voting assessors may participate in debate and vote.
  - Non-members who wish to speak must request to do so in advance of the meeting.
Budget

How is all of this accomplished? The Secretariat

- Facilitate governance process with neutrality
- Act as expert resource to members and administration
- Ensure that documentation and Cover Sheets are complete
- Maintain the Calendar of Business
- Support the Chair and the Committee
  - UTM Director of Governance – Cindy Ferencz-Hammond
  - UTM Committee Secretary – Mariam Ali
Member Resources

- http://uoft.me/OrientationResources

- Quick access to frequently used member resources (membership lists, assessors, Calendar of Business, schedules, TOR, governance portal, principles of good governance)

Questions?
UNIVERSITY OF TORONTO MISSISSAUGA
Campus Snapshot
Campus Council Meeting
October 8, 2014

BOUNDLESS

STUDENTS FROM MORE THAN 125 COUNTRIES
TOTAL HEAD COUNT (INTERNATIONAL & DOMESTIC) 2004-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>International</th>
<th>Domestic</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>429</td>
<td>8365</td>
<td>8794</td>
</tr>
<tr>
<td>2005</td>
<td>531</td>
<td>8837</td>
<td>9368</td>
</tr>
<tr>
<td>2006</td>
<td>596</td>
<td>9413</td>
<td>10009</td>
</tr>
<tr>
<td>2007</td>
<td>635</td>
<td>9534</td>
<td>10169</td>
</tr>
<tr>
<td>2008</td>
<td>805</td>
<td>9701</td>
<td>10506</td>
</tr>
<tr>
<td>2009</td>
<td>938</td>
<td>10109</td>
<td>10582</td>
</tr>
<tr>
<td>2010</td>
<td>1175</td>
<td>10296</td>
<td>11471</td>
</tr>
<tr>
<td>2011</td>
<td>1395</td>
<td>10582</td>
<td>12288</td>
</tr>
<tr>
<td>2012</td>
<td>1687</td>
<td>10601</td>
<td>12583</td>
</tr>
<tr>
<td>2013</td>
<td>1851</td>
<td>10732</td>
<td>13230</td>
</tr>
</tbody>
</table>

*DATA UPDATED SEPT 9, 2014*

PERCENTAGE OF INTERNATIONAL IN TOTAL NEW INTAKE 2006-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>9.0%</td>
</tr>
<tr>
<td>2007</td>
<td>8.5%</td>
</tr>
<tr>
<td>2008</td>
<td>11.4%</td>
</tr>
<tr>
<td>2009</td>
<td>12.9%</td>
</tr>
<tr>
<td>2010</td>
<td>15.1%</td>
</tr>
<tr>
<td>2011</td>
<td>15.2%</td>
</tr>
<tr>
<td>2012</td>
<td>19.0%</td>
</tr>
<tr>
<td>2013</td>
<td>20.2%</td>
</tr>
<tr>
<td>2014</td>
<td>21.1%</td>
</tr>
</tbody>
</table>

*DATA UPDATED SEPT 9, 2014*
FACTS & FIGURES

- 15 Distinct Academic Departments
- Institute of Communication, Culture, Information and Technology
- Institute for Management & Innovation
- Mississauga Academy of Medicine

145 PROGRAMS and 88 AREAS of STUDY

- Nearly 14000 students (undergraduate + graduate) (top 1/3rd of Canadian universities)
- Over 2000 full-time & part-time employees, including 857 permanent faculty & staff

OVER 47000 ALUMNI

U of T is ranked first in Canada for its research - UTM is a vital part of that success

- 225 acres; nearly 2.5 million gsf of built space
- 21 academic and administrative buildings plus 9 residence complexes

TOTAL REVENUE $224M
NET OPERATING BUDGET: $168M (+$35M IN ANCILLARIES & STUDENT SERVICES)

Senior Administration

Vice-President & Principal
  - Vice-Principal Academic & Dean
  - Vice-Principal Research
  - Vice-Principal Special Initiatives
  - Chief Administrative Officer
  - Dean of Student Affairs
  - Registrar and Director of Enrolment Management
  - Chief Librarian
  - Executive Director, Office of Advancement
ADMINISTRATIVE ASSESSORS SUMMARY OF RESPONSIBILITIES AND HIGHLIGHTS FOR 2014-15

Prof. Deep Saini, Vice-President & Principal, Voting Assessor, Campus Council

The Vice-President and Principal (VP&P) is the chief executive officer of the University of Toronto Mississauga, whose role is to provide overall leadership, particularly in the areas of academic and campus planning, student, faculty and staff affairs, budgeting and fiscal management, internal and external relations, and fundraising. The role of VP&P is integrative in nature, crossing and bringing together various portfolios to advance the mission of the University of Toronto Mississauga specifically, and the success of the University of Toronto generally. The VP&P reports to the President of the University of Toronto on matters of overall campus management and external relations, and to the Vice-President and Provost on academic matters. The VP&P is also a member of the University’s senior executive team, and as such participates with the President and other Vice-Presidents in the overall administration of the University of Toronto.

The VP&P leads the senior administration team – “the Principal’s Table” – at the University of Toronto Mississauga. The team includes the Vice-Principal Academic & Dean, Vice-Principal Research, Vice-Principal Special Initiatives, Chief Administrative Officer, Dean of Student Affairs, Executive Director of Advancement, Registrar & Director of Enrolment Management, Director of Marketing & Communications, and Chief Librarian. In addition, the Equity & Diversity Office for the campus also reports to the VP&P.

Prof. Amy Mullin, Vice-Principal, Academic and Dean (VPA), Non-Voting Assessor, Campus Council

The role of the Vice Principal and Academic with respect to campus governance includes oversight of the academic departments, engaging in periodic external review of those departments, and evaluating and supporting their plans for curricular innovations, along with developing initiatives that support the research, teaching and learning on our campus.

In the 2014-15 academic year, the Office of the Dean will sponsor new programs, program closures, development of additional combined programs, and the introduction of new courses to serve our existing programs. Most of these items sponsored by the Office of the Dean will be submitted for Academic Affairs Committee consideration. The planning and resource implications of the establishment, termination or restructuring of academic units and proposals for Extra-Departmental Units are within the responsibility of the Campus Affairs Committee and will be submitted to this committee.
Paul Donoghue, Chief Administrative Officer (CAO), Non-Voting Assessor, Campus Council

The Chief Administrative Officer is responsible for providing leadership to a broad range of non-academic functions in support of UTM’s academic mission of teaching, research and scholarship. Principal areas include: budgeting, finance and accounting; parking & transportation; facilities management & planning; capital construction; information and instructional technology; human resources; hospitality & retail operations; occupational health & safety; and, security and emergency management. The CAO also supports the VP & Principal, Principal’s Table and academic colleagues in the design and implementation of new initiatives.

As an administrative assessor to the Campus Affairs Committee, the CAO will be sponsoring UTM’s integrated, 5-year financial plan and operating budget for 2015-16 (including ancillary operating plans/fees); the multi-year capital plan; and, several major capital project reports during the 2014-15 academic year.

Key objectives include:

- Ensuring that UTM continues to meet its fiscal objective of balanced budgets during a period of enrolment/facilities expansion and continuing to develop break-even fiscal strategies in response to changing financial constraints and evolving priorities/new initiatives.
- Managing, from planning to completion, major capital projects arising from UTM’s multi-year construction plan, ensuring all projects are completed on-time and on-budget.
- Continuing to raise the bar for professionalism among UTM staff based upon the principles of tolerance and mutual respect with a focus toward customer service and the public image of UTM.
Team External Coverage

UCS: Team External – Team Structure

Vice President of External Affairs

DIRECTORS:
- Accounting Directors (2)
- Finance Director (1)
- Marketing Director (1)
- Director’s of Corporate Relations (2)

ASSOCIATES:
- Finance Associate (1)
- Marketing Associate (1)
- Manager of Corporate Relations (1)
- External Relations Manager (1)
UCS: Team External – Mission:

Mission:
To create value for commerce students through creating opportunities for professional development, networking with students, industry professionals, respected faculty, and esteemed alumni, campus recruitment, competitive recognition, and more – with a predominant focus on delivering student value through fostering mutually beneficial relationships with external stakeholders.

UCS: Team External – Vision & Goals:

1. Increase sponsorship efforts in accommodating the UCS to this new environment (Big 3, CPA) and to reduce funding reliance on the Dept. Of Mgt.
2. Focus on maintaining quality over quantity for events and initiatives.
3. Foster relationships with new sponsors to reduce sponsorship volatility and reliance on few key relationships.
4. Cost reduction: Keeping costs in-line with the downward sponsorship trend.
5. Partner with like-minded academic societies and clubs on campus, with the purpose of:
   - Reducing redundancies – especially costs & cost requests to the Dept. Of Mgt.
   - Increasing the value-added offerings our society can provide to external sponsors, which should help increase sponsorship results.
   - Monopolizing opportunities for external stakeholders to gain involvement with undergraduate commerce students at UTM, thus improving our bargaining power.
## UCS: Team External – Fall Event List

### Completed Events:
- Wine and Cheese Sponsorship Appreciation Night
- Big 3 Accounting Volunteer Events
- Big 3 Mock Interviews
- Big 3 Info Sessions / Workshops

### Possible Additions (Fall or Winter)
- Mosaic Marketing Mock Interviews
- Marketing Career Panel or Speaker Series

### Future Events – Fall:
- Breaking Into Marketing
- Breaking Into Finance
- CPA Info Session OR Career Panel
- Finance Speaker Series 1 & 2
- Ready, Set, Market Case Competition

---

## Team Internal Coverage

[UCS: Undergraduate Commerce Society]

Team Internal Coverage
**UCS: Team Internal– Team Structure**

**Vice President of Internal Affairs**
- Social Director (1)
- Professional Development Director (1)
- CSR Director (1)
- Communications Director (1)
- Social Associate (1)
- PD Associate (1)
- CSR Associate (1)
- Magazine Team (11)
- CommerceTv Associate (1)

**UCS: Team Internal– Mission:**

**Mission:**
To provide our fellow students with events and initiatives that deliver an enriching and well rounded University experience. The internal portfolio will create a space for students to grow professionally, be able to enhance their social skills, and connect with the world around them – all while developing the Branding of UCS and its stakeholders.
### UCS: Team Internal– Vision & Goals:

1. Expand Branding efforts, with an increased effort to promote and develop our CSR activities.
2. Focus on maintaining quality over quantity for events and initiatives.
3. Develop relationships with incoming Commerce students, and demonstrate to students that UCS is a welcoming and safe environment.
4. Provide a wider variety of Social events, that might appeal to different demographics of UCS students.
5. Providing greater student satisfaction, and measuring that satisfaction through concrete metrics.

### UCS: Team Internal– Fall Event List

**Completed Events:**
- Bizfrosh
- Mentorship Social
- Advanced Mentorship Ceremony
- The Executive (Issue 1)

**Possible Additions (Fall or Winter):**
- Pink Ribbon Pub Night
- Colloquial Social events

**Future Events – Fall:**
- The Executive (Issue 2)
- Commerce TV
- Dodge for the Cure
- FasTrack Sessions
- Run for the Cure
- Fair for Hope
- Business Banquet
Presidential Team Coverage

UCS: Presidential – Team Structure

President

DIRECTORS:

Treasurer

ASSOCIATES:

Promotions Director

Operations Director

SMG Co-Chairs (2)

SMG Associates (6)

IT Associate (1)

Design Associate (1)

Project Manager (1)
UCS: Presidential Team– Mission:

Mission:
To create the structure and support system our fellow Peers and Council members need to find success, and develop both professionally and personally. We are committed to ensuring success for our whole council, who will in turn find success for not only our students, but our many stakeholders as well.

UCS: Presidential Team– Vision & Goals:

1. Providing support and assistance smoothly with specialized tasks that many of our Council members will need assistance with.
2. Focus on ensuring accountability for tasks in which multiple directors are responsible
3. Creating events that are consistent with the needs of our fellow council members (Project Manager)
4. Helping the Members of UCS grow into capable leaders, to:
   - Have Associates grow into future Directors- This will be achieved through a restructuring of our hiring of Associates
   - Our Directors grow into Senior Execs- This will be achieved through Performance Matrix and Performance Review meetings
   - Having UCS members grow into successful professionals/Alumni
Event Highlight: BIZFROSH

- An orientation event where Business students can connect with their peers and upper year students
- Held at Camp Muskoka, it is often one of UCS’s most well received events
- Over 150 students attend the event every year
- A commitment to Reinvention: tailor the event exclusively to 1st and 2nd year students.

Event Highlight: Ready Set Market

- An annual case competition that highlights the skills students need to succeed in the business and marketing world
- Last year 16 teams participated, this year we hope to grow the competition in terms of both the number of delegates and sponsors
- Partnership with SMA
- A commitment to Innovation: this event caters specifically to a segment of the commerce population that was being underserved
Event Highlight: Show Me The Green

• The 8th annual conference will be held this March, in the Instructional Building
• The conference is built upon the unique idea to blend environmental sustainability and economic feasibility
• A highlight for students, faculty and our sponsors
• A commitment to growth: the event has consistently and constantly been growing, and this year will see our highest attendance yet
Campus Council
October 8, 2014

Prof. Amy Mullin, VP Academic & Dean

Office of the Dean: Responsibilities & Academic Planning

Office of the Dean

• VP Academic and Dean Prof. Amy Mullin – Philosophy
• Vice Dean Undergraduate Prof. Kelly Hannah-Moffat – Sociology
• Vice Dean Graduate – Prof. Robert Reisz – Biology
• Assistant Dean – Ms. Lynn Snowden
Academic Plan Goal:
Improving faculty: student ratio

- Hiring new faculty
- Ratio of faculty: students
- Length of Searches
- Central support

2013-14 Faculty Hires

- Across disciplines
- Types of hires
- Academic Areas
Faculty hires by the numbers

- 25 confirmed new hires
- 10 searches unsuccessful or postponed
- 11 of the 35 searches were to replace faculty (retirements or resignations)

Academic Plan Goal: Increase investment in research infrastructure

- Significant investments in research infrastructure:
  - research laboratories
  - startup funds
**Academic Plan Goal:** coordinated approach and increased support for pedagogical innovation and instructional technology

- Active Learning Classrooms (ALC’s)
- Director of Teaching and Learning Andrew Peterson
- Robert Gillespie Academic Skills Centre (RGASC)
- CTSI and HMALC, Course Design Institute
- Events for sharing pedagogical experiences and best practices
- Analysis of instructors’ performance in the classroom

---

**Academic Plan Goal:** Expand programming to support student transition to university and skills development

- Robert Gillespie Academic Skills Centre: (RGASC)
  - HeadStart
  - Facilitated Study Group (FSG) program
  - RGASC workshops and individual appointments
Writing Skills Support

• Funding for Writing initiatives
• RGASC individual appointments for students
• New full-time faculty member for English Language Learning
• Increased funding for more RGASC instructors – individual consultations

Academic Plan Goal: Programming to support student transition to university studies

• First Year Student Transition – utmONE
• Non-credit utmONE Connect
• Additional Offerings:
  • Peer counselling (ConnectNOW)
  • For credit courses
  • New utmONE Scholars Seminars
  • Program for Accessing Research Training (PART)
International Student Support

- ACE @ UTM (Academic Culture and English)
- RGASC
- utmONE (connect ONE)
- International Student Centre
- Global Connect
- Student Life supports
- Residence Life supports
- Office of the Registrar Advising Supports

Academic Plan Goal: Interdisciplinary sector-specific business education

- Institute for Management and Innovation (IMI)
- Professional Masters programs and IMI
- Master of Science in Sustainability Management (MScSM)
- IMI and Undergraduate Programs
**Academic Goal:** Increase research intensive and experiential learning opportunities. More support for our community outreach activities.

- Community Outreach Coordinator
- Experiential Learning
- Collaborating with:
  - Alumni Affairs
  - Career Centre
  - Departments
  - Library

**Experiential Learning – Learning by Doing**

- Experiential learning Courses
- Extent and Range of opportunities
- Internships in Professional Masters Programs
- Largest number of Research Opportunity Programs (ROPs) to date
Academic Goal: Better spaces and increased services for learning and research

- Space allocation for academic purposes
- Investments in classrooms and study space: ALCs
- Planning for phase 2 of the North Building
- Identifying academic needs and priorities: incorporation into capital plans

Other Decanal Responsibilities

- Timetables and Course offerings
- Dean’s Excellence Awards (for faculty)
- Student academic societies
- Excellence awards for undergraduate academic performance and research
- Supporting students at risk
- Student code of conduct
Academic Human Resources

- Beyond complement planning and hiring
- Third year reviews, tenures, promotions and grievances
- Collective agreements and policies regarding faculty, sessionals, TAs, postdocs, research associates

Academic Integrity

- Handle all cases that involve assignments worth more than 10% or in which the student does not admit guilt
- Dean’s designates
- Academic Tribunal
- Prevention Measures and Education
Tri-campus Relations

- Participation in Tri-campus committees and Governance
- Examples

Support for Curricular Change and External Reviews

- Program and Curriculum Officer
- Extra Departmental Units (EDUs)
- External reviews in 2014-15
- Research Analysis in support of external reviews, curricular renewal and resource allocation
Chair and Director searches

- Searches for new unit leaders
- Six new departmental chairs in 2013
- Six searches in 2014-15
- Department leaders and the faculty and staff within departments are the most important source of innovations and ideas to improve our students’ academic experience.
Current Year Campus and Institutional Operating Budget

UTM Campus Council
October 8, 2014

UofT Budget Context

- Provincial deficit ~$12 billion
- Low interest rates
- Declining Canadian dollar
- Declining public investment
- Internationalization
- Tuition framework
- Differentiation
The 4 Funds

Operating Fund

Capital Fund

UofT

Restricted Fund

Ancillary Operations

2014-15: a Balanced Budget
Revenue $2.0 billion

For-Credit Tuition Fees 46%

Asc. & Cont. / Exec. Ed. Fees 9%

Other 13%

Operating Grants 32%

Sales, Services & Sundry income 4%

Endowments 3%

Indirect Costs of Research 2%

CRC 2%

Investment Income 2%
Provincial Operating Grant as a Share of Total Operating Revenue

Revenue Growth at UTM
2014-15
Expenditure $2.0 billion

Structural Budget Challenge at Steady State

<table>
<thead>
<tr>
<th>Share of Total Revenue / Expense</th>
<th>Avg Incr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Grants</td>
<td>36.1%</td>
</tr>
<tr>
<td>Tuition Fees (Domestic)</td>
<td>27.9%</td>
</tr>
<tr>
<td>Other Revenue &amp; Recoveries</td>
<td>21.7%</td>
</tr>
<tr>
<td>Tuition Fees (International)</td>
<td>14.3%</td>
</tr>
<tr>
<td>Weighted Avg Rev Increase</td>
<td></td>
</tr>
<tr>
<td>Compensation</td>
<td>67.7%</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>23.3%</td>
</tr>
<tr>
<td>Student Aid</td>
<td>9.0%</td>
</tr>
<tr>
<td>Weighted Avg Exp Increase</td>
<td></td>
</tr>
<tr>
<td>STRUCTURAL DEFICIT</td>
<td></td>
</tr>
</tbody>
</table>
Net Revenue to Academic Divisions

- Created by a 10% deduction from gross revenues, excluding segregated funds
- Intended to strengthen quality and provide stability, consistent with academic priorities
- Allocations based on academic plans and institutional priorities; not tied to revenues and costs
### University of Toronto Student Assistance 2012-2013 Total = $164M

<table>
<thead>
<tr>
<th>UTAPS and Bursaries</th>
<th>65M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Fellowships</td>
<td>41M</td>
</tr>
<tr>
<td>Merit Awards</td>
<td>34M</td>
</tr>
<tr>
<td>OG5/OGSST</td>
<td>16M</td>
</tr>
<tr>
<td>Other</td>
<td>8M</td>
</tr>
</tbody>
</table>

In 2012-13 graduate students also received $147M in external funding and employment income.

### University Wide Costs by Bin 2013-14 to 2014-15

(excluding Federated Block Grant)

<table>
<thead>
<tr>
<th>Category</th>
<th>2013-14</th>
<th>2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy</td>
<td>106.4</td>
<td>1.7</td>
</tr>
<tr>
<td>Library</td>
<td>77.5</td>
<td>3.6</td>
</tr>
<tr>
<td>Pension (Acad)</td>
<td>69.7</td>
<td>4.0</td>
</tr>
<tr>
<td>Students</td>
<td>27.7</td>
<td>2.3</td>
</tr>
<tr>
<td>Info Tech</td>
<td>27.6</td>
<td>0.0</td>
</tr>
<tr>
<td>Advancement</td>
<td>24.0</td>
<td>0.9</td>
</tr>
<tr>
<td>Human Res.</td>
<td>19.1</td>
<td>-0.4</td>
</tr>
<tr>
<td>Research</td>
<td>13.7</td>
<td>2.5</td>
</tr>
<tr>
<td>Other</td>
<td>87.8</td>
<td>4.3</td>
</tr>
</tbody>
</table>

OTHER includes legal, audit, debt service, academic funds, governing council, university regmt., finance

2013-14 Cost Bin Total
2014-15 Increment
Academic Division Priorities 2014-15

- Experiential learning
- UTSC & UTM: expansion in positions, space, services
- Capital projects: Law, Engineering, Architecture
- Tenure and teaching stream hiring
- Online course delivery
- Curriculum changes

Academic Budget Review
## University Fund Allocations
### 2014-15 $10.5M

- $4.0M OTO capital matching for UTM and UTSC
- $3.3M tri-campus A&S tuition framework relief
- $1.0M expansion of UCDF
- $0.8M matching funds for Music student levy
- $0.6M for ongoing grad expansion success in APSE
- $0.25M for program expansion in Dentistry
- $0.55M net adjustments to prior year

---

## 2014-15 CAMPUS BUDGET
# UTM 2014-15 Budget (in $ millions)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Grant revenue</td>
<td>$218.7</td>
</tr>
<tr>
<td>Investment and other income</td>
<td>6.0</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$224.7</strong></td>
</tr>
<tr>
<td>University Fund Contribution (10%)</td>
<td>(22.4)</td>
</tr>
<tr>
<td>Other attributed revenue (net)</td>
<td>1.8</td>
</tr>
<tr>
<td>University-wide costs</td>
<td>(33.0)</td>
</tr>
<tr>
<td>Student Aid</td>
<td>(9.8)</td>
</tr>
<tr>
<td>University Fund Allocation</td>
<td>6.5</td>
</tr>
<tr>
<td>Other adjustments</td>
<td>0.1</td>
</tr>
<tr>
<td><strong>“Net revenue” to UTM</strong></td>
<td><strong>$167.9</strong></td>
</tr>
</tbody>
</table>

# 2014-15 University-Wide Costs for UTM

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student-related UWC</td>
<td>$20.4M</td>
</tr>
<tr>
<td>Faculty-related UWC (incl. Pension)</td>
<td>$10.6M</td>
</tr>
<tr>
<td>Research-related UWC</td>
<td>$1.5M</td>
</tr>
<tr>
<td>Other UWC</td>
<td>$0.5M</td>
</tr>
<tr>
<td><strong>Total University-Wide Costs</strong></td>
<td><strong>$33.0M</strong></td>
</tr>
</tbody>
</table>
## UTM Must Also Fund Costs as a Campus

<table>
<thead>
<tr>
<th>Campus Cost</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy</td>
<td>$ 16.1M</td>
</tr>
<tr>
<td>Library</td>
<td>5.8M</td>
</tr>
<tr>
<td>Student Life</td>
<td>1.8M</td>
</tr>
<tr>
<td>Admin, Finance and HR</td>
<td>1.9M</td>
</tr>
<tr>
<td>Information Technology</td>
<td>0.5M</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 26.1M</strong></td>
</tr>
</tbody>
</table>

## UTM 2014-15 Budget (in $ millions)

- "Net revenue" to UTM: $167.9
- Divisional revenue & recoveries: 29.2
- Compensation (excluding self-funded student services): (119.4)
- Mortgages: (4.0)
- UTM deficit repayment: (3.0)
- Utilities: (5.7)
- Self-funded student services (including compensation): (16.4)
- Renovations and capital projects: (19.1)
- Library acquisitions: (1.5)
- New faculty start-up funding: (2.9)
- Deferred maintenance: (1.0)
- Other supplies and services: (24.1)
- **Net result**: -
Capital Debt Carried on Operating
($47.3 + $17.0)

<table>
<thead>
<tr>
<th>Existing Debt:</th>
<th>(original principal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation, Athletics and Wellness Centre</td>
<td>$16.0</td>
</tr>
<tr>
<td>Davis - Phase 1</td>
<td>5.8</td>
</tr>
<tr>
<td>Sidney Smith Patio</td>
<td>3.1</td>
</tr>
<tr>
<td>Alumni Gates</td>
<td>1.2</td>
</tr>
<tr>
<td>Chiller</td>
<td>1.4</td>
</tr>
<tr>
<td>Library - long term</td>
<td>1.1</td>
</tr>
<tr>
<td>Alumni House</td>
<td>1.0</td>
</tr>
<tr>
<td>Terrence Donnelly Health Science Complex</td>
<td>8.2</td>
</tr>
<tr>
<td>UTM CCIT Building</td>
<td>2.5</td>
</tr>
<tr>
<td>UTM Wellness Centre Match</td>
<td>7.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$47.3</strong></td>
</tr>
</tbody>
</table>

(Balance at April 30, 2014 = $36.6)

Approved Debt:

<table>
<thead>
<tr>
<th>Approved Debt:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Deerfield Hall (Fall, 2014)</td>
<td>$17.0</td>
</tr>
</tbody>
</table>

Total Head Count (International & Domestic)
2004-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>International</th>
<th>Domestic</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>429</td>
<td>836</td>
<td>8794</td>
</tr>
<tr>
<td>2005</td>
<td>531</td>
<td>8837</td>
<td>9368</td>
</tr>
<tr>
<td>2006</td>
<td>596</td>
<td>9413</td>
<td>10009</td>
</tr>
<tr>
<td>2007</td>
<td>635</td>
<td>9534</td>
<td>10169</td>
</tr>
<tr>
<td>2008</td>
<td>805</td>
<td>9701</td>
<td>10506</td>
</tr>
<tr>
<td>2009</td>
<td>938</td>
<td>10109</td>
<td>11047</td>
</tr>
<tr>
<td>2010</td>
<td>938</td>
<td>10296</td>
<td>11471</td>
</tr>
<tr>
<td>2011</td>
<td>1175</td>
<td>10581</td>
<td>12288</td>
</tr>
<tr>
<td>2012</td>
<td>1395</td>
<td>10601</td>
<td>12583</td>
</tr>
<tr>
<td>2013</td>
<td>1687</td>
<td>10732</td>
<td>13230</td>
</tr>
<tr>
<td>2014</td>
<td>1851</td>
<td>11023</td>
<td></td>
</tr>
</tbody>
</table>

*DATA UPDATED SEPTEMBER 9, 2014*
### 2013-14 UTM Graduate Enrolment

<table>
<thead>
<tr>
<th>Degree Type</th>
<th>2013-14 FTE</th>
<th>Projected 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Masters</td>
<td>309</td>
<td>394</td>
</tr>
<tr>
<td>DS Masters *</td>
<td>158</td>
<td>n/a</td>
</tr>
<tr>
<td>PhD *</td>
<td>63</td>
<td>n/a</td>
</tr>
<tr>
<td>Total</td>
<td>530</td>
<td></td>
</tr>
</tbody>
</table>

*As per self-declared code in student system*

---

### Longer Range View of Undergraduate Tri-Campus Enrolment

<table>
<thead>
<tr>
<th></th>
<th>2013 Actual</th>
<th>2018 Plan</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTM Undergrad</td>
<td>10,642</td>
<td>12,895</td>
<td>2,253</td>
</tr>
<tr>
<td>UTSC Undergrad</td>
<td>9,680</td>
<td>11,539</td>
<td>1,859</td>
</tr>
<tr>
<td>St G Undergrad</td>
<td>37,205</td>
<td>36,979</td>
<td>(226)</td>
</tr>
<tr>
<td>Total UG</td>
<td>57,527</td>
<td>61,413</td>
<td>3,886</td>
</tr>
</tbody>
</table>
Challenges & Pressures

- Declining Provincial support
- ‘New’ Tuition Framework
- Softening of demand, province-wide
- Retain enrolments + moderate growth
- International enrolment risk
- Structural budget challenge
Conclusion

• “Decisions Matter” (SM)
• Requires:
  - Sound yet adaptable strategy
    (e.g. by 18/19 → TF = $10.3M/ PD = $9.0m)
  - Disciplined approach to prudent fiscal management