UNIVERSITY OF TORONTO
THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL
REPORT NUMBER 11 OF THE CAMPUS COUNCIL
April 21, 2015

Mr. Mark Krembil, Vice-Chair
Mr. Harvey Botting
Mr. Asher Chohan
Professor Suzanne Erb
Mr. Mark Frimpong
Ms Sue Graham-Nutter
Dr. Brian Harrington
Dr. Elaine Khoo
Ms Marilyn Kwan
Ms Nancy Lee
Ms Permjit (Pam) Mann
Ms Susan Murray
Dr. Christopher Ollson
Mr. George Quan Fun
Mr. David Shim
Ms Elaine Thompson

Secretariat:
Mr. Louis Charpentier
Ms Amorell Saunders N’Daw
Ms Rena Parsan

Regrets:
Mr. Andrew Arifuzzaman
Mr. Preet Banerjee
Mr. Ommer Chohan
Ms Kathy Fellowes
Professor William A. Gough
Professor Rick Halpern
Mr. John Kapageridis
Professor Bruce Kidd
Mr. Hussain Masoom
Mr. Moataz S. Mohamed
Professor Andre Simpson

In attendance:
Professor Cheryl Regehr, Vice-President and Provost
Professor Scott Mabury, Vice-President, University Operations
Ms Christine Arsenault, Managing Director, Department of Management & Management Co-op
Dr. Corinne Beauquis, Senior Lecturer, Centre for French and Linguistics
Ms Debbie Bilinski, Director, Office of the Vice-Principal, Research
Dr. Clare Hasenkampf, Associate Dean, Teaching and Learning, Office of the Dean & Vice Principal (Academic)
Professor Heinz-Bernhard Kraatz, Professor & Chair, Department of Physical and Environmental Sciences
Ms Lesley Lewis, Assistant Dean, Office of the Dean and Vice-Principal (Academic)
Ms Helen Morissette, Director, Financial Services
Professor Mark Schmuckler, Vice-Dean Undergraduate, Office of the Dean and Vice Principal (Academic)
Ms Samantha Seto, Manager of Administrative Operations, Department of Management
Professor Andre Sorensen, Associate Professor and Chair, Department of Human Geography
Ms Shelby Verboven, Director of Recruitment
Ms Michelle Verbrugghe, Director, Student Housing & Residence Life

1. Chair’s Remarks

The Vice-Chair introduced himself and welcomed members and guests to the meeting. He acknowledged members participating by teleconference. He advised members that the Chair, Professor William Gough, was out of the country on University business, and that the Senior Assessor, Professor Bruce Kidd, was hosting a conference on the St. George campus. Lastly, he reported that while a student presentation had initially been planned it was determined that this would have placed a hardship for the students to participate because of exams.

2. UTSC Campus Operating Budget: Allocation of Funds

The Chair introduced and welcomed Professor Cheryl Regehr, Vice-President and Provost, (the University’s Chief Academic and Budget Officer), and Professor Scott Mabury, Vice-President, University Operations. The Chair advised that Professor Mabury had presented the UTSC campus operating budget and allocation of funds at the March 25th Campus Affairs Committee meeting. The Chair invited Professor Regehr and Professor Mabury to present the institutional budget to the Council. Their presentation outlined five themes with the following major points:

- **Budget Context 2015** - The 2015 budget was influenced and impacted by: provincial differentiation policy, internationalization, domestic tuition cap, entrepreneurship, changing technology, $12.5B provincial deficit, public sector wage restraint, and interest and exchange rates.

- **Enrolment** - The institutional enrolment results for 2014-15 showed growth in undergraduate and graduate enrolment. Results for the year showed negative variances when compared to targets for domestic undergraduate and Masters students, but overall the results were very close to the projected targets. At UTSC, undergraduate enrolment growth was projected to be about 20 percent by 2019. With the recent growth at UTSC, there had been a positive trend in entering averages for undergraduate students. The current percentage of international undergraduate students at UTSC was 18.

- **Revenue and Expense Projections** - University operating revenues of $2.16B for 2015-16 were reported to be primarily generated from: student fees and the provincial operating grants. Concerns were raised due to a majority of the revenue being generated from student fees and operating grants. Comparable institutions in the United States generated close to forty percent of total revenue from “other” revenue.

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1 Presentation- UTSC Campus Operating Budget: Allocation of Funds
however those institutions received more funding for the indirect costs of research. The university had made efforts to lobby the federal government for a greater dollar amount on the indirect cost of research. Specific expense concerns were related to compensation and special pension payments.

- **University Fund (UF)**- The 2015-16 University Fund (UF) of $10M base and $4M OTO (one time only payments) were distributed by themes related to teaching excellence, research excellence, internationalization, and structural and budget support. Through the UF, UTSC was allocated two faculty positions and one staff position. UTSC also had a prior year OTO UF commitment of $2M for 2015-16 for capital matching.

- **Student Financial Support**- In 2013-14 $176M was distributed in student financial aid with the majority of funding given out in the form of University of Toronto Advance Planning for Students (UTAPS) and bursaries. $256M in financial support had been distributed to graduate students with the majority of funding from research stipends and employment income. Funding for graduate students varied across divisions, but the University’s commitment was that it be no less than $15K plus tuition and fees, while the average was $435K in 2012-13. The net tuition (defined as tuition paid by the student after deducting University of Toronto bursaries and Ontario Student Assistance Program (OSAP) bursaries) paid by OSAP-eligible undergraduate students was approximately twenty-two percent of the posted rate.

In summary, Professor Mabury reiterated that the provincial grant continued to decline as a source of revenue while tuition from international tuition was increasing; and that the University of Toronto continued to perform well given the political and economic climate. He added that the institutional budget was designed to support the academic mission, and that the University of Toronto had made good decisions within the context of equal funding per student across all Ontario universities.

A member asked what percent of international students came from China, and if there were efforts to recruit students from other parts of the world. Professor Mabury reported that 53 percent of all international students came from China, and that efforts were being made to broaden the base of international students, especially students from the United States.

A member asked whether the increase in revenue from international students was due to increased tuition, or increased enrollment, and Professor Mabury reported that the increase was due to increased tuition and enrollment figures.

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**CONSENT AGENDA**

On motion duly made, seconded and carried,
YOUR COUNCIL APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 3) be approved.

The Chair reminded members that the next scheduled meeting of the Council was on Wednesday, May 27, 2015 at 4:00 p.m.


4. Business Arising from the Minutes of the Previous Meeting

5. Reports for Information

   a. Report Number 10 of the Agenda Committee (Wednesday, February 24, 2015)
   b. Report Number 10 of the Academic Affairs Committee (Tuesday, February 10, 2015)
   c. Report Number 10 of the Campus Affairs Committee (Tuesday, February 11, 2015)

6. Date of the Next Meeting – Wednesday, May 27, 2015, 4:00 p.m.

7. Other Business

   No other business was raised.

8. Question Period

   The following questions were raised regarding item 2, UTSC Campus Operating Budget: Allocation of Funds:

   In response to a question regarding the $198.4M operating reserve, Professor Mabury explained that each Division’s Dean had discretion over how much operating reserve funding were required for their Division.

   A member asked how Alumni giving had impacted the institutional budget, and Professor Mabury explained that it had contributed to the University’s advancement campaign (Boundless). Large gifts to the University were allocated to endowment funds.

   In response to a comment regarding the University’s access guarantee, Professor Regehr reported that the University was committed to bringing the best and brightest students to the University of Toronto regardless of financial means, and that the University was proud of the Student Access Guarantee (SAG) policy.

   In response to a comment regarding co-curricular programming, Professor Regehr explained that funding for such programs came from student tuition fees.
A member raised a question regarding the number of students who graduated with some form of student loan or debt, and Professor Mabury reported that approximately 50 percent of students had loans or debt to repay upon graduation.

A member inquired about how the University balanced graduate student enrollment, and Professor Mabury explained that each Department within a Division determined how many graduate students they could accommodate within their existing budget.

In response to a question regarding allocation of funds to support the international student experience, Professor Regehr reported that the University was committed to providing international students with the same range of courses and support services that domestic students received, and that the University was continually looking for innovative approaches to address this issue.

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IN CAMERA

The Council moved in camera.

9. Appointments: 2015-16 Community Members, UTSC Campus Council

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT Mr. Preet Banerjee, Mr. John Kapageridis, Ms Brenda Librecz, and Dr. Jennifer McKelvie be appointed as Community Members of the UTSC Campus Council, for terms of three years, effective July 1, 2015.

10. Appointments: 2015-16 Staggered Term Lengths for Administrative Staff, Librarians and Teaching Staff on the UTSC Campus Council and its Standing Committees

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the following staggered term lengths for Administrative Staff, Librarians, and Teaching Staff on the UTSC Campus Council and its Standing Committees, be approved effective July 1, 2015.

UTSC Campus Council

- Administrative Staff & Librarians
  1 two year term: Ms Kathy Fellowes
  1 three year term: Mr. Scott McRoberts
Teaching Staff
1 one year term: Dr. Brian Harrington
2 two year terms: Prof. Leslie Chan, Prof. Bernie Kraatz
2 three year terms: Dr. Tarun Dewan, Dr. Elaine Khoo

UTSC Academic Affairs Committee

Administrative Staff
1 three year term: Ms Jacqueline Deane

Librarians
1 three year term: Ms Whitney Kemble

Teaching Staff
5 one year terms: Prof. Mark Hunter, Dr. Nathan Lovejoy, Prof. Matthias Niemeier, Prof. William Seager, Ms Lynn Tucker
5 two year terms: Prof. John Hannigan, Dr. Mahinda Samarakoon, Prof. Larry Sawchuk, Dr. Jayeeta Sharma, Prof. Phil Triadafilopoulos,
5 three year terms: Mr. Syed W. Ahmed, Prof. Neal Dolan, Dr. Alen Hadzovic, Dr. Zohreh Shahbazi, Prof. Pascal Rendeau

UTSC Campus Affairs Committee

Administrative Staff
1 one year term: Ms Ludmila Elias
1 two year term: Ms Bobbi McFarlane
1 three year term: Ms Janet Blakely

Librarians
1 three year term: Ms Kirsta Stapelfeldt

Teaching Staff
2 one year terms: Prof. Jonathan Cant, Dr. Sarah King,
2 two year terms: Mr. George Quan Fun, Ms Tanya Mars
3 three year terms: Prof. Alice Maurice, Dr. Mandy Meriano, Dr. Helen Wu

The Council moved into open session.

The meeting adjourned at 5:43 p.m.

_____________________________  ______________________________
Secretary                        Chair
University of Toronto Budget 2015

UTSC Campus Council
April 21, 2015

Overview
- Budget context 2015
- Enrolment
- Revenue and expense
- University fund allocations
- Student financial support
- Summary

Strategic context
- Differentiation/SMA
- Internationalization
- Interest and exchange rates
- Public sector wage restraint
- Provincial deficit $12.5B
- Entrepreneurship
- Changing technology

Strategic Mandate Agreement UofT
“UofT is a globally recognized, comprehensive and research-intensive institution with a leadership role in Ontario’s PSE system”

Enrolment

<table>
<thead>
<tr>
<th>Total FTE</th>
<th>2013 Actual</th>
<th>2014 Actual</th>
<th>2014 Variance to Plan</th>
<th>% Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>UG Domestic</td>
<td>48,818</td>
<td>48,452</td>
<td>(366)</td>
<td>(0.7%)</td>
</tr>
<tr>
<td>UG International</td>
<td>9,030</td>
<td>10,415</td>
<td>1,385</td>
<td>15.3%</td>
</tr>
<tr>
<td>Masters</td>
<td>8,910</td>
<td>9,411</td>
<td>501</td>
<td>5.6%</td>
</tr>
<tr>
<td>Doctoral</td>
<td>6,154</td>
<td>6,239</td>
<td>85</td>
<td>1.4%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>72,912</td>
<td>74,517</td>
<td>(483)</td>
<td>(0.6%)</td>
</tr>
</tbody>
</table>
**Long term tri-campus undergraduate enrolment plans**

<table>
<thead>
<tr>
<th></th>
<th>2014 Actual</th>
<th>2019 Plan</th>
<th>5 year Growth Plan</th>
<th>% Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTM</td>
<td>10,942</td>
<td>13,044</td>
<td>2,102</td>
<td>20%</td>
</tr>
<tr>
<td>UTSC</td>
<td>10,088</td>
<td>11,511</td>
<td>1,423</td>
<td>14%</td>
</tr>
<tr>
<td>St George</td>
<td>37,836</td>
<td>37,928</td>
<td>92</td>
<td>0%</td>
</tr>
<tr>
<td>Total UG</td>
<td>58,866</td>
<td>62,483</td>
<td>3,617</td>
<td>6%</td>
</tr>
</tbody>
</table>

**Divisional undergraduate international plans (HC)**

<table>
<thead>
<tr>
<th>Division</th>
<th>2014 Actual</th>
<th>2015 Plan</th>
<th>2014 Actual</th>
<th>2019 Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>APSE</td>
<td>35%</td>
<td>35%</td>
<td>26%</td>
<td>27%</td>
</tr>
<tr>
<td>A&amp;S</td>
<td>27%</td>
<td>25%</td>
<td>18%</td>
<td>25%</td>
</tr>
<tr>
<td>UTM</td>
<td>20%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>UTSC</td>
<td>20%</td>
<td>15%</td>
<td>16%</td>
<td>16%</td>
</tr>
</tbody>
</table>

2014 total international UG students = 11,947 (17.4% of UG)

**2014-15 UTSC Undergraduate Enrolment**

<table>
<thead>
<tr>
<th>Area of Study</th>
<th>2014-15 FTE</th>
<th>% International</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Humanities</td>
<td>1,855</td>
<td>11%</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>3,007</td>
<td>12%</td>
</tr>
<tr>
<td>Management</td>
<td>1,422</td>
<td>35%</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>1,284</td>
<td>5%</td>
</tr>
<tr>
<td>Other Sciences</td>
<td>2,521</td>
<td>18%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>10,088</td>
<td><strong>16%</strong></td>
</tr>
</tbody>
</table>

**Entering averages are increasing**

**2014-15 UTSC Graduate Enrolment**

<table>
<thead>
<tr>
<th>Program Type</th>
<th>2014-15 FTE</th>
<th>Projected 2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof Masters (Env. Sci)</td>
<td>87</td>
<td>110</td>
</tr>
<tr>
<td>DS Masters UTSC (Psych)</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>DS Masters tri-campus *</td>
<td>35</td>
<td>n/a</td>
</tr>
<tr>
<td>PhD UTSC (Psych and Env. Sci)</td>
<td>44</td>
<td>79</td>
</tr>
<tr>
<td>PhD tri-campus *</td>
<td>92</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>268</strong></td>
<td></td>
</tr>
</tbody>
</table>

* As per self-declared code in student system

**Revenue and expense projections**
2015-16: a balanced budget at institutional level $2.16B

Operating Revenue:
- 57.3% Student Fees
- 30.3% Provincial Operating Grant
- 12.5% Other

Operating Expense:
- 31.8% UWC
- 59.7% Academic Divisions
- 8.5% Student Aid

Projected institutional and UTSC revenue growth

2015-16 projected revenue growth by division

Overall Average Revenue Increase 5.7%
- 7.3% New space
- 9% Faculty and staff hiring
- 9.4% Enrolment growth
- 9.0%
- 6.0%
- -1.0%
- -2.8%
- -4%
- 0%
- 2%
- 4%
- 6%
- 8%
- 10%
- 12%

UTSC student faculty ratio is a challenge during growth phase

<table>
<thead>
<tr>
<th>UTSC</th>
<th>Arts</th>
<th>Dent</th>
<th>FHPl</th>
<th>Lib</th>
<th>LSBE</th>
<th>MGSW</th>
<th>MHC</th>
<th>MIE</th>
<th>MPP</th>
<th>MED</th>
<th>UGPh</th>
<th>FOR</th>
<th>DENT</th>
<th>UTSC</th>
<th>S &amp; T</th>
<th>A&amp;S</th>
<th>APSE</th>
<th>ARCH</th>
<th>KPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
<td>12.1</td>
<td>16.2</td>
<td>10.6</td>
<td>10.4</td>
<td>11.7</td>
<td>11.7</td>
<td>10.4</td>
<td>11.7</td>
<td>12.1</td>
<td>15.1</td>
<td>23.8</td>
<td>25.5</td>
<td>25.5</td>
<td>11.5</td>
<td>14.5</td>
<td>14.5</td>
<td>11.5</td>
<td>12.1</td>
<td></td>
</tr>
</tbody>
</table>

2015-16 sources of operating revenue ($2.16 billion)

- For Credit Tuition Fees: 48.5%
- Provincial Operating Grants: 30.3%
- Other Student Fees: 8.8%
- Sales, Service, Sundry Income: 4.4%
- Endowed Chairs and Student Aid: 2.6%
- Indirect Costs of Research: 2.1%
- Canada Research Chairs: 1.7%
- Investment Income: 1.7%

At UTSC this is 1.1% on a revenue base of $224M
Compensation update

- Context of provincial wage restraint
- Negotiations ongoing with UTFA
- Agreement with CUPE 3902 Unit 3 (sessional instructors) ratified
- USW agreement in place July 1, 2014 - June 30, 2017: 3-year average all-in cost of settlement = 3.48%

Pension special payments and other related costs

<table>
<thead>
<tr>
<th></th>
<th>Annual $M</th>
<th>Cumulative $M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 2010-11</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>2011-12</td>
<td>30</td>
<td>57</td>
</tr>
<tr>
<td>2012-13</td>
<td>20</td>
<td>77</td>
</tr>
<tr>
<td>2013-14</td>
<td>10</td>
<td>87</td>
</tr>
<tr>
<td>2014-15</td>
<td>5</td>
<td>92</td>
</tr>
<tr>
<td>2015-16</td>
<td>5</td>
<td>97</td>
</tr>
<tr>
<td>2016-17</td>
<td>5</td>
<td>102</td>
</tr>
<tr>
<td>2017-18</td>
<td>5</td>
<td>107</td>
</tr>
<tr>
<td>2018-19</td>
<td>5</td>
<td>112</td>
</tr>
<tr>
<td>2019-20</td>
<td>0</td>
<td>112</td>
</tr>
</tbody>
</table>

2015-16 University Fund: ~$10M base + $4M OTO

- Theme 1: Teaching Excellence $7.80M
  - Faculty FTE, Interdivisional Teaching, teaching innovation
- Theme 2: Research Excellence $3.75M
  - PhDEIF, operating cost of research space, student entrepreneurship
- Theme 3: Internationalization $1.25M
  - International student services, international student experience
- Theme 4: Structural Budget Support $2.00M
$176M spent on student aid in 2013-14

<table>
<thead>
<tr>
<th>UTAPS and Bursaries</th>
<th>$75.4M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Fellowships</td>
<td>$43.8M</td>
</tr>
<tr>
<td>Merit Awards</td>
<td>$34.2M</td>
</tr>
<tr>
<td>OGS/OGSST</td>
<td>$14.1M</td>
</tr>
<tr>
<td>Work Study</td>
<td>$4.0M</td>
</tr>
<tr>
<td>Miscellaneous Other</td>
<td>$3.7M</td>
</tr>
<tr>
<td>Aiming for the Top</td>
<td>$1.2M</td>
</tr>
</tbody>
</table>

2013-14 financial support for graduate students = $256 million

<table>
<thead>
<tr>
<th>Research Stipends</th>
<th>$56m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Income</td>
<td>$51m</td>
</tr>
<tr>
<td>UofT Fellowships</td>
<td>$44m</td>
</tr>
<tr>
<td>External Awards</td>
<td>$37m</td>
</tr>
<tr>
<td>Bursaries</td>
<td>$23m</td>
</tr>
<tr>
<td>Merit Awards</td>
<td>$18m</td>
</tr>
<tr>
<td>OGS/OGSST</td>
<td>$14m</td>
</tr>
</tbody>
</table>

Undergraduate net tuition including tax credits (OSAP eligible students)

| Engineering | 63%  | 24%  | 13% |
| Arts & Science | 55%  | 28%  | 17% |
| Medicine     | 41%  | 23%  | 36% |
| Law          | 32%  | 22%  | 46% |
| Avg Direct Entry | 57%  | 27%  | 16% |
| Avg Undergrad | 52%  | 26%  | 22% |

2015-16 Operating Budget

Actual Incomes by Division, 2012-13
Domestic PhD Funded Cohort

| HOCT       | $39,991 |
| HKMD       | $39,413 |
| LAH         | $39,632 |
| SMK         | $38,589 |
| ABS SOC     | $37,478 |
| METS        | $36,482 |
| PHRM        | $35,802 |
| Average     | $36,092 |
| AGRI/FILM   | $34,538 |
| NURS       | $34,348 |
| ART SCI     | $34,139 |
| SPE         | $34,007 |
| APSE        | $31,927 |
| ORS         | $30,789 |
| MUS         | $32,044 |
| DENT        | $39,811 |
| FOR         | $39,816 |

Median ~ $32,22K

Structural budget challenge: scenario if we were to freeze all growth in students, faculty and staff

<table>
<thead>
<tr>
<th>Revenue Share by Category</th>
<th>Average Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating grants</td>
<td>0.0%</td>
</tr>
<tr>
<td>Domestic Tuition</td>
<td>3.0%</td>
</tr>
<tr>
<td>International</td>
<td>2.0%</td>
</tr>
<tr>
<td>Misc other revenue</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

Weighted Average Increase in Revenue = 2.5%

<table>
<thead>
<tr>
<th>Expense Share by Category</th>
<th>Average Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>4.0%</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>2.0%</td>
</tr>
<tr>
<td>Student Aid</td>
<td>2.4%</td>
</tr>
</tbody>
</table>

Weighted Average Increase in Expense = 4.0%

Structural Deficit = 1.5%
Summary

- Provincial Grant continues to decline as overall source of revenue
- International enrolment growth is very strong
- Source of revenues generally more dynamic and risky – divisions prioritizing OTO investments
- Incoming undergraduate entering averages continue to rise
- Good progress on graduate student intensification as per 2030 plan
- UofT provides competitive support for graduate students
- Continue to face a structural budget challenge but some improvement on the expense side
- More attention to alternative revenues – growing the non-student portion of the pie
- As always...decisions matter

Average repayable OSAP debt of graduating students (2013$), Direct Entry Programs (excludes students with no debt)