

**Thursday, April 26, 2018**

**12:30 p.m. to 3:30 p.m.**

**North Campus, ERC 3023**

**Toll-Free: 1-877-385-4099 Participant Passcode: 1028954#**

**Members:** Nigel Allen (Chair), Fardan Ali, Doug Allingham, Jeremy Bradbury, Stephanie Chow, Steven Murphy, Dietmar Reiner, Mary Simpson

**Staff:** Robert Bailey, Becky Dinwoodie, Craig Elliott, Cheryl Foy, Doug Holdway, Brad MacIsaac, Susan McGovern, Pamela Onsiang

### AGENDA

No.	Topic	Lead	Allocated Time	Suggested End Time
	<b>PUBLIC SESSION</b>			
<b>1</b>	<b>Call to Order</b>	Chair		
<b>2</b>	<b>Agenda (M)</b>	Chair		
<b>3</b>	<b>Conflict of Interest Declaration</b>	Chair		
<b>4</b>	<b>Approval of Minutes from February 21, 2018* (M)</b>	Chair		
<b>5</b>	<b>Chair's Remarks</b>	Chair		12:40 p.m.
<b>6</b>	<b>President's Remarks</b> <ul style="list-style-type: none"> <li>• Pilot Agenda Format</li> <li>• Moving Ground Plane Update</li> </ul>	S. Murphy	10	12:50 p.m.
<b>7</b>	<b>SIRC Building Construction Project* (U)</b>	C. Elliott	5	12:55 p.m.
<b>8</b>	<b>Finance</b>			
8.1	2018-2019 Budget* (M)(P)	C. Elliott/ R. Bailey	40	1:35 p.m.
8.2	10-Year Financial Plan* (U)(P)	C. Elliott	15	1:50 p.m.
8.3	Tuition & Ancillary Fees* (M)(U)	B. MacIsaac	10	2:00 p.m.
<b>9</b>	<b>Policy</b>			
9.1	Contract Management & Signing Authority (U)	S. Murphy	5	2:05 p.m.
<b>10</b>	<b>Other Business</b>	Chair		
<b>11</b>	<b>For Information: Compliance Update:</b> <ul style="list-style-type: none"> <li>• Policy on Sexual Violence for Students and Procedures for Responding to Incidents of Sexual Violence – Annual Report*</li> </ul>			
<b>12</b>	<b>Termination (M)</b>	Chair		2:10 p.m.

	<b>NON-PUBLIC SESSION (material not publicly available)</b>			2:15 p.m.
<b>13</b>	<b>Call to Order</b>	Chair		
<b>14</b>	<b>Conflict of Interest Declaration</b>	Chair		
<b>15</b>	<b>Approval of Minutes from February 21, 2018* (M)</b>	Chair		2:20 p.m.
<b>16</b>	<b>President's Remarks:</b> <ul style="list-style-type: none"> <li>• Debenture Check-In</li> <li>• Moving Ground Plane</li> </ul>	S. Murphy	10	2:30 p.m.
<b>17</b>	<b>Finance</b>			
17.1	City of Oshawa Update* (D)	C. Elliott	10	2:40 p.m.
17.2	Vaso's Field Project* (M)	C. Elliott	20	3:00 p.m.
<b>18</b>	<b>Risk</b>			
18.1	Risk Management Metrics* (D)	C. Foy	10	3:10 p.m.
<b>18</b>	<b>Confidential Questions (if any):</b> <ul style="list-style-type: none"> <li>• Pilot Agenda Format</li> <li>• Moving Ground Plane Update</li> <li>• SIRC Building Construction Project</li> <li>• 2018-2019 Budget</li> <li>• 10-Year Financial Plan</li> <li>• Tuition &amp; Ancillary Fees</li> <li>• Contract Management &amp; Signing Authority Policy</li> </ul>	Chair	5	3:15 p.m.
<b>19</b>	<b>Other Business</b>			
<b>20</b>	<b><i>In Camera</i> Session (M)</b>			
<b>21</b>	<b>Termination (M)</b>			3:30 p.m.

Becky Dinwoodie, Secretary



**BOARD OF GOVERNORS  
AUDIT & FINANCE COMMITTEE**

**MINUTES OF THE MEETING OF FEBRUARY 21, 2018  
PUBLIC SESSION  
12:30 p.m. – 2:15 p.m., ERC 3023**

**Attendees:** Nigel Allen (Chair), Fardan Ali, Jeremy Bradbury, Doug Holdway, Dietmar Reiner (*via teleconference*)

**Staff:** Becky Dinwoodie, Craig Elliott, Cheryl Foy, Lori Livingston, Brad Maclsaac, Susan McGovern, Pamela Onsiang

**Regrets:** Doug Allingham, Stephanie Chow, Mary Simpson

**Guests:** Louis Charpentier, Mike Eklund (UOIT FA), Christine McLaughlin (UOIT FA)

**1. Call to Order**

The Chair called the meeting to order at 12:34 p.m.

**2. Agenda**

*Upon a motion duly made by F. Ali and seconded by D. Reiner, the Agenda was approved as presented.*

**3. Conflict of Interest Declaration**

There were no conflict of interest declarations.

**4. Approval of Minutes of Meetings of November 22, 2017**

*Upon a motion duly made by D. Reiner and seconded by F. Ali, the Minutes were approved as presented.*

(J. Bradbury arrived at 12:35 p.m.)

## 5. Chair's Remarks

N. Allen welcomed the committee members and guests to the meeting. He kept his remarks brief to allow additional time for discussion.

## 6. Policy & Risk

### 6.1 Policy:

#### (a) Policy Reviews

C. Foy advised that the university is currently conducting a review of the Policy Framework. They will be working on aligning it with the new By-law No. 2 that comes into effect on September 1, 2018.

#### (b) Contract Management & Signing Authority

L. Charpentier, an external consultant, was introduced to present the updated Contract Management and Signing Authority Policy, which was included in the meeting material. He confirmed that the policy documents would be returning to the committee for recommendation following additional consultation. He identified a few gaps in the policy that remain to be addressed (e.g. text dealing with research matters). He advised that there are many procedures in place in the Chief Financial Officer's office that will be incorporated into the procedures, as well as the Signing Register.

L. Charpentier responded to questions from the committee. He advised that any questions or comments that arise after the meeting may be forwarded to him through B. Dinwoodie.

#### 6.2 Risk Management

C. Foy reviewed the risk management update report, which was circulated in advance of the meeting. She walked through the Risk Management Work Plan and proposed timeline. She confirmed that there will be a focus on strategic risk. The senior leadership team will be discussing strategic risk in March, the results of which will be presented to the Board for discussion. Strategic risk will also be a focus at the upcoming Board Retreat.

Risk metrics are being developed and will be presented at the next Audit and Finance Committee meeting for discussion. C. Foy advised that the lack of a business continuity plan was identified as a foundational risk. The university is working with a business continuity planning expert from Durham College to develop a plan. A committee member commented that a lot of progress has been made on the development of risk management since it was first introduced. C. Foy responded to questions from the committee and clarified that risk owners must continue to monitor and update their risk registers, including raising risk levels, if necessary, and identifying new risks.

## **7. SIRC Building Construction Project**

C. Elliott reviewed the SIRC building construction project update. He noted several changes that have been made inside the building, including raising the level of desks at the back of classrooms, widening the counter in the Registrar's Office, and adding more electrical outlets for students. A UOIT wrap and lights will be added to the penthouse in the spring. He also advised that the Ministry will be auditing the project.

C. Elliott responded to questions regarding community feedback on the building. B. MacIsaac shared the reactions of the Registrar's Office staff to the move into the building. Sound barriers have been added at the bottom of all doors in SIRC. J. Bradbury added that some of the feedback he heard is that the building seems a bit far from the rest of the North Campus and the faculty feel a bit isolated.

D. Reiner congratulated the team on executing the project under budget.

## **8. Finance**

### **8.1 Third Quarter Financial Reports**

P. Onsiong conducted a high-level review of the third quarter financial reports with the committee. She advised that other revenue is \$5.4M favourable due to the on-time settlement of retail sales tax claim, and that academic units are favourable by \$1.2M as a result of open positions. She walked through UOIT's financial metrics compared to similar sized institutions.

P. Onsiong responded to a question regarding the forecasted surplus of \$12M and whether the university is being more conservative than it needs to be with respect to its surplus. C. Elliott explained how they arrive at the proposed restricted funds allocation. He advised that there is usually about \$1M in surplus per year due to vacant positions. While the university works towards a balanced budget, funds must continue to be set aside for certain purposes. P. Onsiong reviewed the breakdown of the surplus. SIRC construction costs are not included as part of the operating budget.

### **Moving Ground Plane**

P. Onsiong discussed the recent announcement of the Minister of Economic Development that Ontario will be investing a total of \$4.0M to enhance the university's ACE facility by adding the Moving Ground Plane. Magna International will be contributing \$1.0M. In addition, Multimatic will be providing engineering expertise to help develop the Moving Ground Plane. MOU agreements with both parties are in the process of being finalized.

### **Long Term Forecast**

P. Onsiong reviewed the updated 2017-2018 data, which includes the November 1 enrolment projections. She advised that the long term forecast will be updated with the university's February 1 enrolment numbers and will be presented to the committee at the April meeting.

## 8.2 Budget

C. Elliott delivered the 2018-2019 budget update presentation, which was circulated in advance of the meeting. He detailed the \$12.4M in asks. There was discussion regarding potential strategies for reducing the attrition of faculty at the university, as well the allocation of surplus. C. Elliott also reviewed the consultation timeline.

## 8.3 Endowment Disbursement Report

C. Elliott presented the endowment disbursement recommendation for the committee’s consideration. He provided a summary of the cumulative investment income. There is approximately \$2.6M available for disbursement to fund bursaries and scholarships. C. Elliott reviewed the gift agreement requirements – the university must distribute a minimum of 3-4% of the principal amount per year to meet the requirements. The Disbursement Committee recommends disbursing up to 5% (\$750,000) of the endowment for 2018-2019.

*Upon a motion duly made by N. Allen and seconded by J. Bradbury, the Audit & Finance Committee recommended the disbursement of up to \$750,000 from Endowment Funds for distribution as student awards in 2018-19.*

## 8.4 Tuition & Ancillary Fees:

### (a) 2018-2019 PhD Engineering Tuition Fees

B. Maclsaac reminded the committee that the 2018-2019 tuition fees were actually approved last year due to the government’s changes in tuition funding. He discussed the recent U of T announcement that in a student’s fifth year of study, international PhD students will pay domestic fees. While UOIT is currently not seeking to move in that direction, the university is looking to help mitigate barriers in attracting top research talent. The belief is that the proposed tuition decreases will help the university move towards that goal.

*Upon a motion duly made by F. Ali and seconded by D. Reiner, the Audit & Finance Committee recommended to the Board of Governors for approval the amended 2018-19 PhD Engineering tuition fees to match all other UOIT PhD rates, as presented below:*

PhD (Engineering)	Approved 2018-19	Proposed 2018-19	Decrease from Approved
Domestic	\$9,844.38	\$8,421.46	-14.5%
International	\$21,709.26	\$18,421.78	-15.1%

**(b) 2019-2020 Tuition Fees**

B. Maclsaac explained that while we would normally be coming forward to obtain the committee's recommendation of the proposed 2019-20 tuition fees, we are unable to do so at this time since the Ministry has not yet released its compliance guidelines. He advised that strategically, the university is aiming to be in the mid-range of tuition compared to other institutions. In terms of a percentage increase, the increase will be larger for incoming students and lower for continuing students. While we could increase graduate tuition fees by 3-5%, we are considering an increase of approximately 2%. We are also looking to provide more certainty for graduate and international students with respect to their tuition fees during their time at the institution.

B. Maclsaac answered questions about the proposed tuition fees, including whether the fees for the Bachelor of Science should be increased to keep in line with other institutions. He confirmed that graduate student funding has been a focus of discussions at Academic Council. There was a discussion regarding the potential impact an increase in graduate tuition fees could have on research productivity. B. Maclsaac advised that a taskforce has been established to review graduate tuition fees and the availability of graduate funding, as it is important to examine both of these together. A question was asked as to whether consideration has been given to increasing tuition for first year graduate students and keeping it flat for the ensuing years.

**(c) 2019-2020 Ancillary Fees**

B. Maclsaac reviewed the report on ancillary fees, which was included in the meeting material. He noted that the university's ancillary fees have decreased over the years and are now more in line with those of other institutions. He confirmed that the university expects to be out of the TELE program of providing devices by 2020. He clarified that third party provider fees do not need to be approved by the Board and that the UPASS fee is currently in negotiation.

B. Maclsaac advised the committee that the university's Ancillary Fees Committee (AFC) met the previous day and reviewed the Ancillary Fee Protocol. The AFC recommended several changes to the Protocol, which will be circulated to the Audit and Finance committee electronically for recommendation by written resolution.

**8.5 TELE Program Update & Laptop Procurement**

B. Maclsaac presented the recommended laptop procurement expense for consideration by the committee.

*Upon a motion duly made by F. Ali and seconded by D. Holdway and pursuant to the recommendation of Management, the Audit & Finance Committee recommended to the Board of Governors for approval the expenditure of ~\$2.4M for procurement, via an open competition amongst OECM-selected vendors, of laptop, tablet and desktop equipment required to support the UOIT Technology Enriched Learning Program and internal needs for the 2018-19 academic year.*

**8.6 UOIT Credit Rating Update**

C. Elliott distributed a report providing an update on the university's credit ratings from Moody's Investor Service and Dominion Bond Rating Services.

**9. Investment Committee Oversight**

**9.1 Investment Committee Quarterly Report**

N. Allen provided an update from the Investment Committee meeting, which took place that morning. He discussed the learning session, which focused on the impact of US Tax Reform.

**10. Other Business**

**11. Termination**

*There being no other business, upon a motion duly made by F. Ali, the public session of the meeting adjourned at 2:01 p.m.*

Becky Dinwoodie, Secretary

DRAFT



# Software & Informatics Research Centre (SIRC)

Project Update Presentation – April 26, 2018



## Progress Update (as of April 19, 2018) :

- Builder's deficiency to clear - 2
- Builder's warranty items to rectify - 8
- AV draft Technical documentations/as-built commented for final submission
- Builder's Technical documentations/as-built completed
- Exterior graphics installation at the PH planned on April end (weather permits)
- Network lab anticipated move by May (final move)
- Final SIF audit to be performed by KPMG during their UOIT Yearend review. MAESD will issue a Close-Out report on the project following receipt of the final audit.



## **Site Safety:**

- No incident on site this period

## **Change Orders:**

- No change order requested and approved this month

## **Procurement Summary:**

- GMP contract completed within the budget.
- FFE budget with anticipated savings of \$875K

## **Financial Summary:**

- No SIF funding received this period
- Total SIF funding received to date \$12.4M
- Forecast project cost at completion \$31.4M
- Project budget underspent of \$1.9M.
- Breakdown of Sources and Uses of funds next slide.

# Summary Financial Report as of 3 April, 2018

## CASH FLOW REPORT FOR MONTH ENDING MARCH 2018

Sources of Funds													
Description	Actuals March 2018	Budget March 2018	Actual YTD	Budget YTD	Variance	Source of Funds Comments	Total Funding Budget	Total Actual YTD	Forecasted Funding Required	Funding at Completion	Variance		
							A	B	C	B+C = D	D-A		
UOIT	(\$980,359)	(\$1,858,043)	\$18,264,073	\$19,944,386	-\$1,680,313	Variance due to SIF grant received higher than planned and the unused contingency	\$20,298,110	\$18,264,073	\$72,118	\$18,336,192	-\$1,961,918		
SIF	\$1,180,189	\$2,057,873	\$12,418,985	\$11,525,236	\$893,749	SIF grant received higher than forecast	\$13,001,890	\$12,418,985	\$582,905	\$13,001,890	\$0		
Advancement	\$0	\$0	\$0	\$0	\$0	Advancement funds have not officially been committed to the project.	\$0	\$0	\$0	\$0	\$0		
<b>Totals</b>	<b>\$199,830</b>	<b>\$199,830</b>	<b>\$30,683,058</b>	<b>\$31,469,623</b>	<b>-\$786,564</b>	See variance explanation below	<b>\$33,300,000</b>	<b>\$30,683,058</b>	<b>\$655,023</b>	<b>\$31,338,082</b>	<b>-\$1,961,918</b>		
Uses of Funds - Trend Line													
Description	Actuals March 2018	Budget March 2018	Actual YTD	Budget YTD	Variance	YTD Variance Explanation	Milestone	Date	Total Budget	Total Actual YTD	Estimate to Complete	Estimate at Completion	Variance
									A	B	C	D = B+C	D-A
GMP Base Contract	\$0	\$0	\$20,218,346	\$20,218,346	\$0	phase 1 completed. Fully invoiced. Balance 2% w arranty.	Substantial Completion	Completed	\$20,630,966	\$20,218,346	\$412,620	\$20,630,966	\$0
CO3 GMP Fl. 3&4	\$0	\$0	\$5,527,374	\$5,527,374	\$0	Phase 2 completed. Remaining HB added to Warranty HB	Substantial Completion	Completed	\$5,657,627	\$5,527,374	\$130,253	\$5,657,627	\$0
CO1 Fl. 3&4 Design	\$0	\$0	\$87,899	\$87,899	\$0	Work completed.	Complete	Completed	\$87,899	\$87,899	\$0	\$87,899	\$0
CO2 Transformer	\$0	\$0	\$107,826	\$107,826	\$0	Work completed.	Power-on	Completed	\$110,026	\$107,826	\$2,200	\$110,026	\$0
CO4 Donor Signage	\$0	\$0	\$8,749	\$8,749	\$0	Work completed	Complete	Completed	\$8,928	\$8,749	\$178	\$8,928	\$0
CO5 Door Operators	\$0	\$0	\$197,020	\$197,020	\$0	Work in progress	Substantial Completion	Completed	\$0	\$197,020	\$4,021	\$201,041	\$201,041
Design	\$0	\$0	\$310,230	\$310,230	\$0	Work completed.	Complete	Completed	\$310,230	\$310,230	\$0	\$310,230	\$0
FFE	\$199,830	\$199,830	\$2,637,672	\$2,662,771	-\$25,099	Actual invoice for the Fibre work from Library to Wiley	Substantial Completion	4/30/2018	\$3,619,350	\$2,637,672	\$105,751	\$2,743,424	-\$875,926
Consultants	\$0	\$0	\$405,431	\$421,231	-\$15,800	Ministry Signage invoice low er than budgetted.	NA	NA	\$300,749	\$405,431	\$0	\$405,431	\$104,682
Parking	\$0	\$0	\$1,003,302	\$1,028,071	-\$24,769	Certified work completed less than the contract award value.	Substantial Completion	Completed	\$1,018,975	\$1,003,302	\$0	\$1,003,302	-\$15,673
Contingency	\$0	\$0	\$0	\$707,908	-\$707,908	No contingency has been used to date. Contingency was forecasted for the months of July/August/September to allow for any unknown items that could have arisen during early construction.	NA	NA	\$1,271,666	\$0	\$0	\$0	-\$1,271,666
Management Fees	\$0	\$0	\$179,209	\$192,198	-\$12,989	Miscellaneous disbursement and salary variance	NA	NA	\$283,585	\$179,209	\$0	\$179,209	-\$104,376
<b>Totals</b>	<b>\$199,830</b>	<b>\$199,830</b>	<b>\$30,683,058</b>	<b>\$31,469,623</b>	<b>-\$786,564</b>				<b>\$33,300,000</b>	<b>\$30,683,058</b>	<b>\$655,023</b>	<b>\$31,338,082</b>	<b>-\$1,961,918</b>



# **2018-19 Budget Presentation Audit & Finance Committee April 26, 2018**

# Agenda

## 1 Budget Framework

- ▶ Budget Model
- ▶ Process
- ▶ Accounting Policies
- ▶ Financial Principles

## 2 Strategic Planning

- ▶ UOIT Strategic Plan
- ▶ Update on Strategic Initiatives in 2017/18
- ▶ Core Performance Targets
- ▶ Funding for Strategic Initiatives 2018/19
- ▶ Opportunities for Future Funding
- ▶ Integrated Strategic Planning and Financial Cycle

## 3 Financial Overview

- ▶ Key Budget Assumptions
- ▶ FTE Enrolment Summary
- ▶ Budget Dashboard
- ▶ Budget Summary
- ▶ Operating Revenues
- ▶ Operating Expenses

# Agenda

## 3 Financial Overview (Cont.)

- ▶ Capital
- ▶ Carryforward Analysis
- ▶ Allocation of Human Resources
- ▶ Employment Benefits
- ▶ Restricted Funds

## 4 Conclusion

- ▶ Next Steps
- ▶ Questions and Discussion

# Budget Framework



- ▶ Budget Model
- ▶ Process
- ▶ Accounting Policies
- ▶ Financial Principles



# Budget Model

Since 2017/18 UOIT has been using an incremental model of budgeting with strategic allocations of excess revenues over expense. Each unit will start with their prior year base and will be allocated funds to cover fixed costs such as salary and utility increases, contractual obligations, maintenance of faculty/student ratios, and to maintain faculty/staff ratios.

After these fixed costs are applied, any remaining excess of revenues over expense will be allocated based on budget ASKS which would be strategically prioritized by the BWG working in conjunction with SLT.

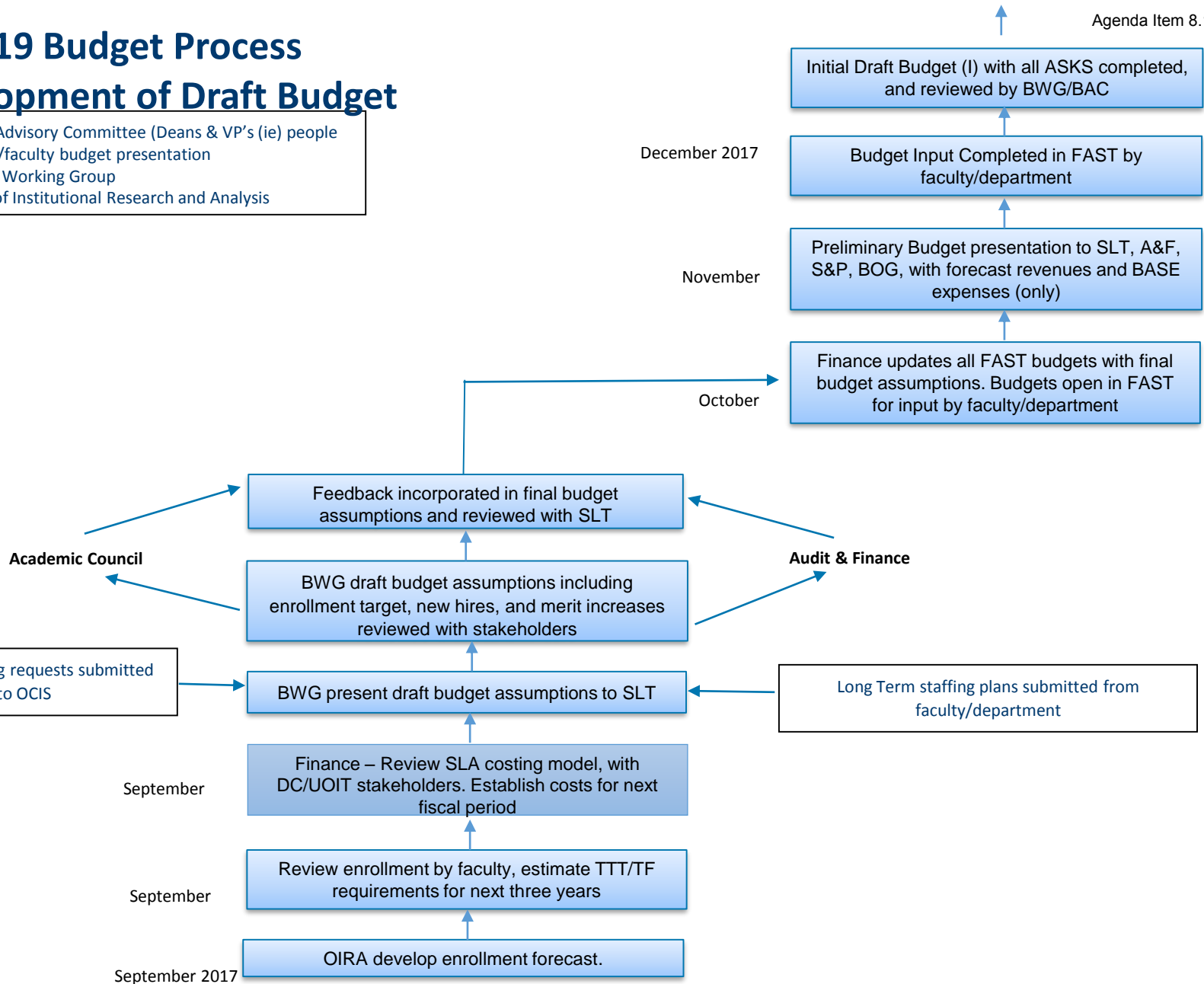
In order to confirm/validate our starting base position for incremental budgeting, we have introduced the following actions:

- Unit reviews (faculty and administration) every 5 years to ensure optimum allocation of resources.
- Additional rigor around the replacement or addition of new positions and continued year end variance discussion where actual results are significantly different from budget.

# 2018-19 Budget Process

## Development of Draft Budget

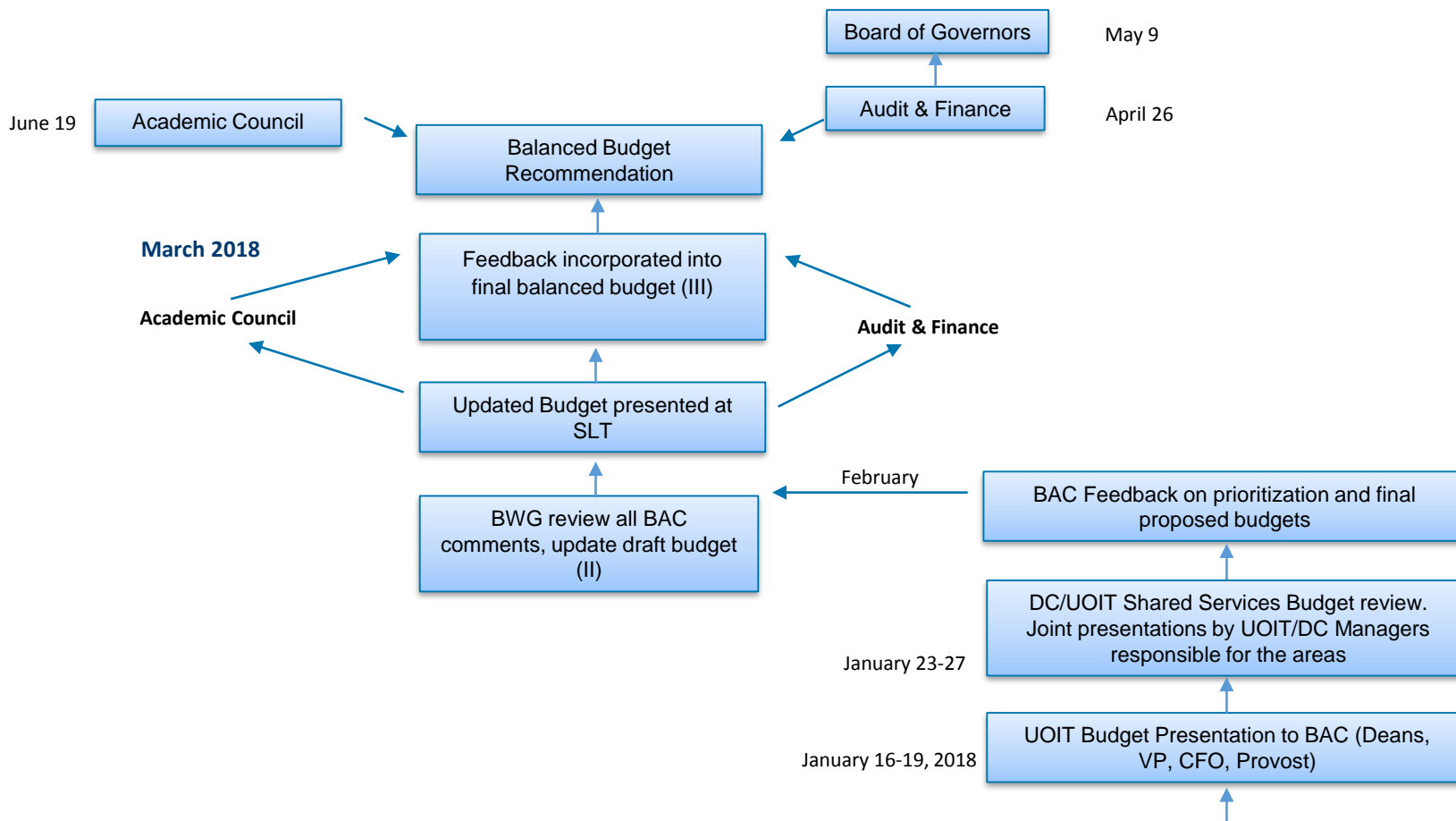
BAC = Budget Advisory Committee (Deans & VP's (ie) people at department/faculty budget presentation)  
 BWG = Budget Working Group  
 OIRA = Office of Institutional Research and Analysis



# 2018-19 Budget Process

## Review and Final Budget Presentation

BAC = Budget Advisory Committee (Deans & VP's (ie) people at department/faculty budget presentation)  
 BWG = Budget Working Group  
 OIRA = Office of Institutional Research and Analysis



# Accounting Policies

- UOIT operating budgets are prepared on a “modified-cash” basis. All budgets are in the total UOIT operating statements, including TELE, ACE, Regent Theatre, Childcare, and Campus Ice/Campus Fieldhouse Centre.
- The audited Statement of Operations prepared by KPMG is a consolidated financial summary developed on an accrual basis.
- The difference between cash vs. accrual methodology can create a significant variance between management reporting and financial reporting. Non- cash transactions such as depreciation, or accrued research revenues and expenses impact financial reporting, but are excluded from management reports.
- Finance have created quarterly financial statements, prepared on an accrual basis, to reconcile these two methods. A UOIT balance sheet, income statement, and change in financial position are presented each quarter, along with a reconciliation to the management operating statements.

# Financial Principles

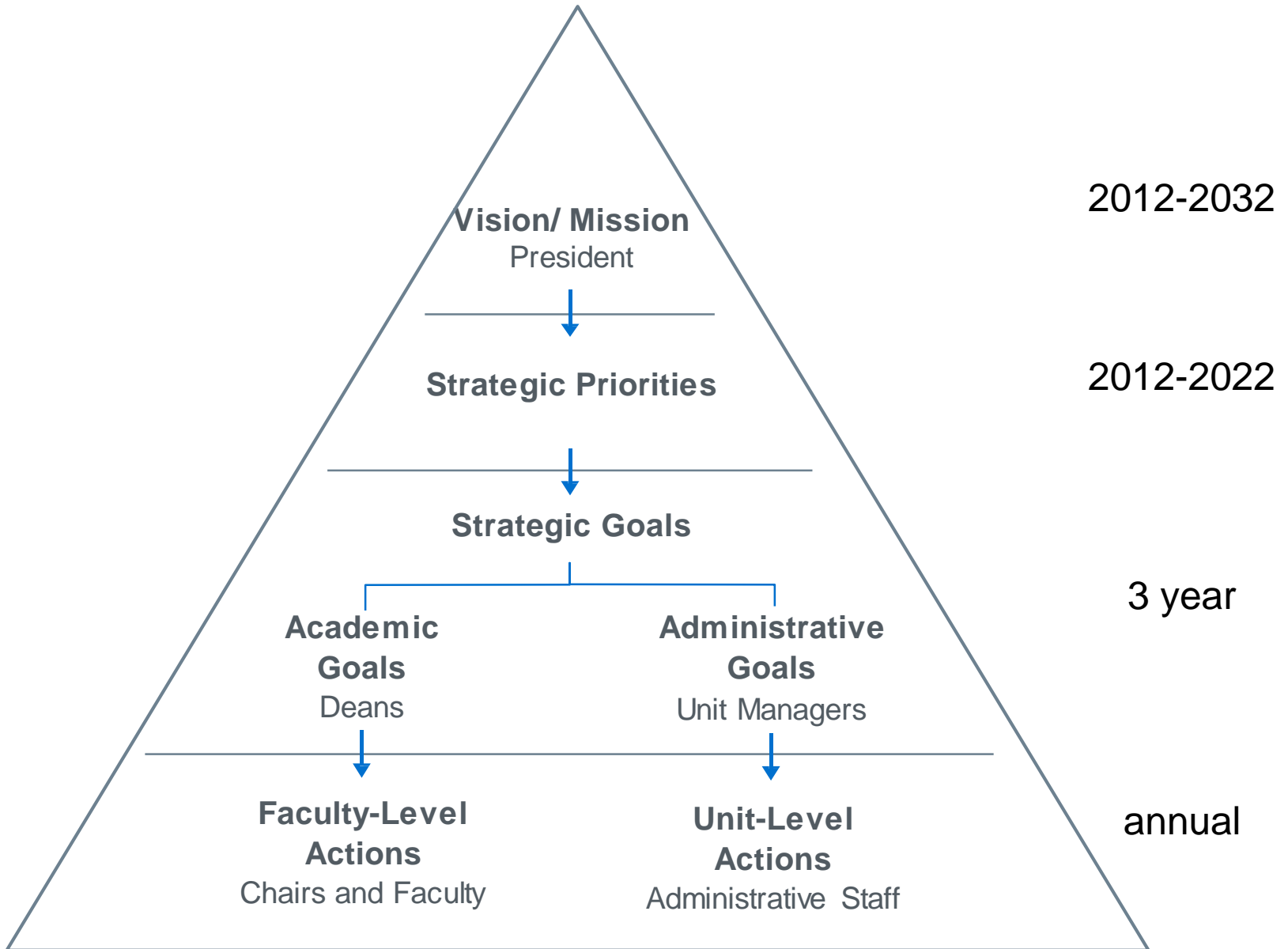
- 1. Provide career-oriented programs that focus on innovation in a cost effective and efficient manner.**
- 2. Align the allocation of resources with strategic priorities, providing transparency and accountability.**
- 3. Ensure long-term financial sustainability.**
- 4. Combine long term planning, budgeting, and forecasting into a comprehensive integrated process.**
- 5. Manage capital assets to maximize their useful life.**
- 6. Maintain reserves at appropriate levels.**
- 7. Demonstrate prudent investment management.**

# Strategic Planning



- ▶ UOIT Strategic Plan
- ▶ Update on Strategic Initiatives in 2017/18
- ▶ Core Performance Targets
- ▶ Funding for Strategic Initiatives 2018/19
- ▶ Opportunities for Future Funding
- ▶ Integrated Strategic Planning and Financial Cycle

# UOIT Strategic Plan



# UOIT Strategic Plan 2017-2022

## Three overarching priorities:

**CHALLENGE:** We will produce and inspire future leaders who have real-world skillsets

**INNOVATE:** We will create new approaches, partnerships, and solutions to improve society

**CONNECT:** We will build lasting relationships to make UOIT a remarkable place for work & study



# Update on Strategic Initiatives in 2017/18

## CHALLENGE

- **Develop or re-imagine at least 2 strategic programs**
  - Bachelor of Technology in Sustainable Energy Systems
  - Bachelor of Arts Liberal Studies
- **Increase and better communicate lifelong learning offerings**
  - Management Development Centre
  - Summer Day Camps
- **Increase support for students struggling with math**
  - Early diagnostic testing
  - Better TA support

## INNOVATE

- **TELE2.0**
  - Phase 2 of BYOD complete; started Phase 3 (remaining programs in laptop program)
  - Increased online, hybrid offerings and support for development
- **Increased support for research programs of individual faculty members**
  - Saucier Early Research Award
  - Internal Chair program





# Update on Strategic Initiatives in 2017/18

## CONNECT





- **Increased breadth and depth of experiential learning opportunities**
  - Established Taskforce to distribute developmental funding to Faculties and School of Graduate & Postdoctoral Studies
- **Growing interdisciplinary research, pan-university collaboration on challenges and opportunities**
  - Centre on Hate, Bias and Extremism
  - President's Equity Taskforce, President's Indigenous Reconciliation Taskforce
- **Building our next generation of leaders**
  - Academic Advising Institute
  - Associate Deans reporting to the Provost for Quality Enhancement, Teaching and Learning, and Equity & Diversity

# Core Performance Targets





## CHALLENGE: We will produce and inspire future leaders who have real world skillsets

Indicator	16/17 Level	Proposed 17/18	17/18 Actual	SMA 2 Target	Long Term Objective
% UG students graduating with Experiential Learning	65%	65%	Waiting for final results	90%	
Graduate Employment Rates (2 years)	92.9%	94%	94.3%	94-96%	
Number of citations per paper (cummulative over 5 years)			13,096	12,000-13,500	
Percentage of UG students accessing peer support programs			28%	30-35%	

## INNOVATE: We will create new approaches, partnerships, and solutions to improve society

Indicator	16/17 Level	Proposed 17/18	17/18 Actual	Proposed 19/20	Long Term Objective
Undergraduate e-learning courses (hybrid/online)			20.5%	20-22%	
Total Sponsored Research	\$9.8M	\$10.0M	\$10.5M	\$9.5-11.5M	
Number of transfer registrants (UOIT data)			684	650	
Proportion of fourth year students with two High-Impact Practices (HIPs) (NSSE measure, conducted in 2017 and every 3 years)	54%	N/A	N/A	52-56%	

## CONNECT: We will build lasting relationships to make UOIT a remarkable place to work and study.

Indicator	16/17 Level	Proposed 17/18	17/18 Actual	Proposed 19/20	Long Term Objective
Student Success Rate	79.9%	80.3%	81.0%	79-81%	
Employee Permanance	93.6%	95%	93.9%	95%	
NASM/ FTE (COU cat 1-5, 10)	4.08	4.60	4.57	4.57	
Applicants UG, (Application GR)	10,809 (1,589)	10,900 (1,600)	11,240 (1,763)	11,930 (1,770)	

# Funding for Strategic Initiatives in 2018-19

**CHALLENGE:** We will produce and inspire future leaders who have real-world skillsets

Stronger Academic Programs - strategic hires (10 TTT, 7 TF)	2.8M
Increased Technology Enhanced Learning Environment	0.5M

**INNOVATE:** We will create new approaches, partnerships, and solutions to improve society

Research – increased scholarly activity and dissemination	0.6M
Partnerships that increase student and programmatic diversity	1.3M

**CONNECT:** We will build lasting relationships to make UOIT a remarkable place for work & study

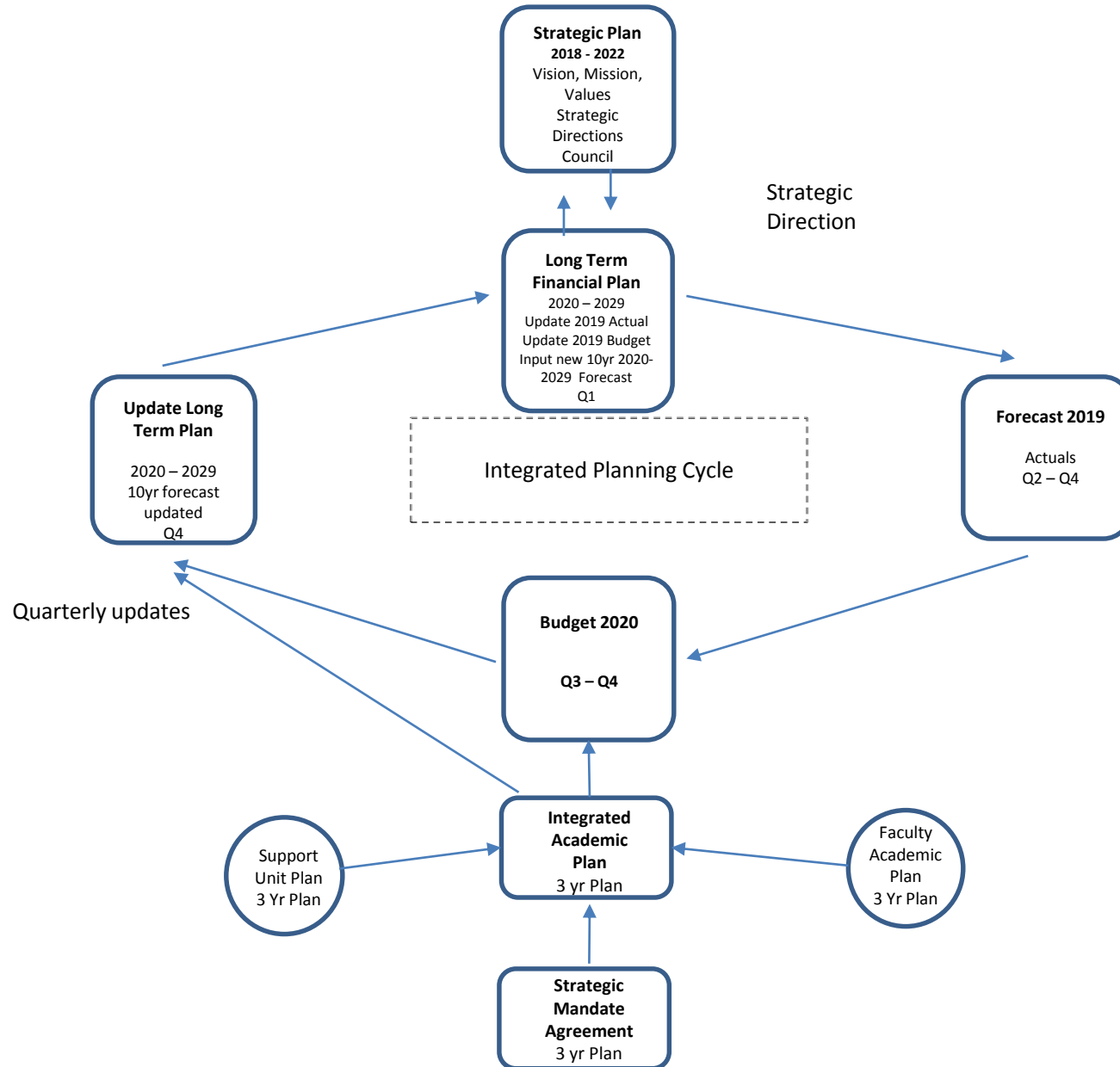
Improving Student Success	0.6M
Investment in UOIT physical building and IT infrastructure	2.3M
Unite our community by increasing awareness	1.0M

# Opportunities For Future Funding

## Increase Investment in ...

- Supporting Student Engagement
- Attracting & Retaining Highly Qualified Personnel
- University Recognition/ Reputation
- Organizational Effectiveness
- Technology
- Space, Infrastructure, and Capital Refurbishment

# Integrated Strategic & Financial Planning Cycle



# Financial Overview

- ▶ Key Budget Assumptions
- ▶ FTE Enrolment Summary
- ▶ Budget Dashboard
- ▶ Budget Summary
- ▶ Operating Revenues
- ▶ Operating Expenses
- ▶ Capital
- ▶ Carryforward Analysis
- ▶ Allocation of Human Resources
- ▶ Employment Benefits
- ▶ Restricted Funds



# Key Budget Assumptions

## 1. Enrolment

- ▶ Domestic UG intake increase of 130 FTE, mainly due to increase in FBIT Tech Management and Computing Science. Flow thru down (51) FTE. Overall up 79 FTE at 7,834.
- ▶ International UG intake decrease of (19) FTE, mainly due to decrease in Engineering. Flow thru down (13) FTE. Overall down (32) FTE at 468.
- ▶ Grad Domestic FTE up 15% or 50 FTE totaling 379.
- ▶ Grad International up 26% or 35 FTE totaling 172.
- ▶ Total FTE up 2.0% or 132 FTE to 8,853.
- ▶ Student Success levels flat at 80.3%.

## 2. Government Grants

- ▶ Increase in 18/19 due to final 16/17 SMA 2 baseline being higher than originally calculated by the ministry, along with MAESD adjusting the funding formula during the year.

## 3. Tuition set at new 2018/19 rates

- ▶ Domestic average tuition increase 3% or \$2.2M.
- ▶ International average tuition increase 4.2% or \$0.6M

## 4. Salary/wage estimates are based on current and planned contracts, as well as the non-union compensation plan.

- ▶ Fringe benefit rates for full time employees is unchanged at 18.5%.
- ▶ Benefit rates for part time employees is unchanged at 9.0%.

## 5. Standard COU space measurement averages 7.5 NASM/FTE for Ontario universities.

- ▶ 2017-18 average for UOIT was 4.6 NASM/FTE.
- ▶ 2018-19 average will be flat at 4.6 NASM/FTE

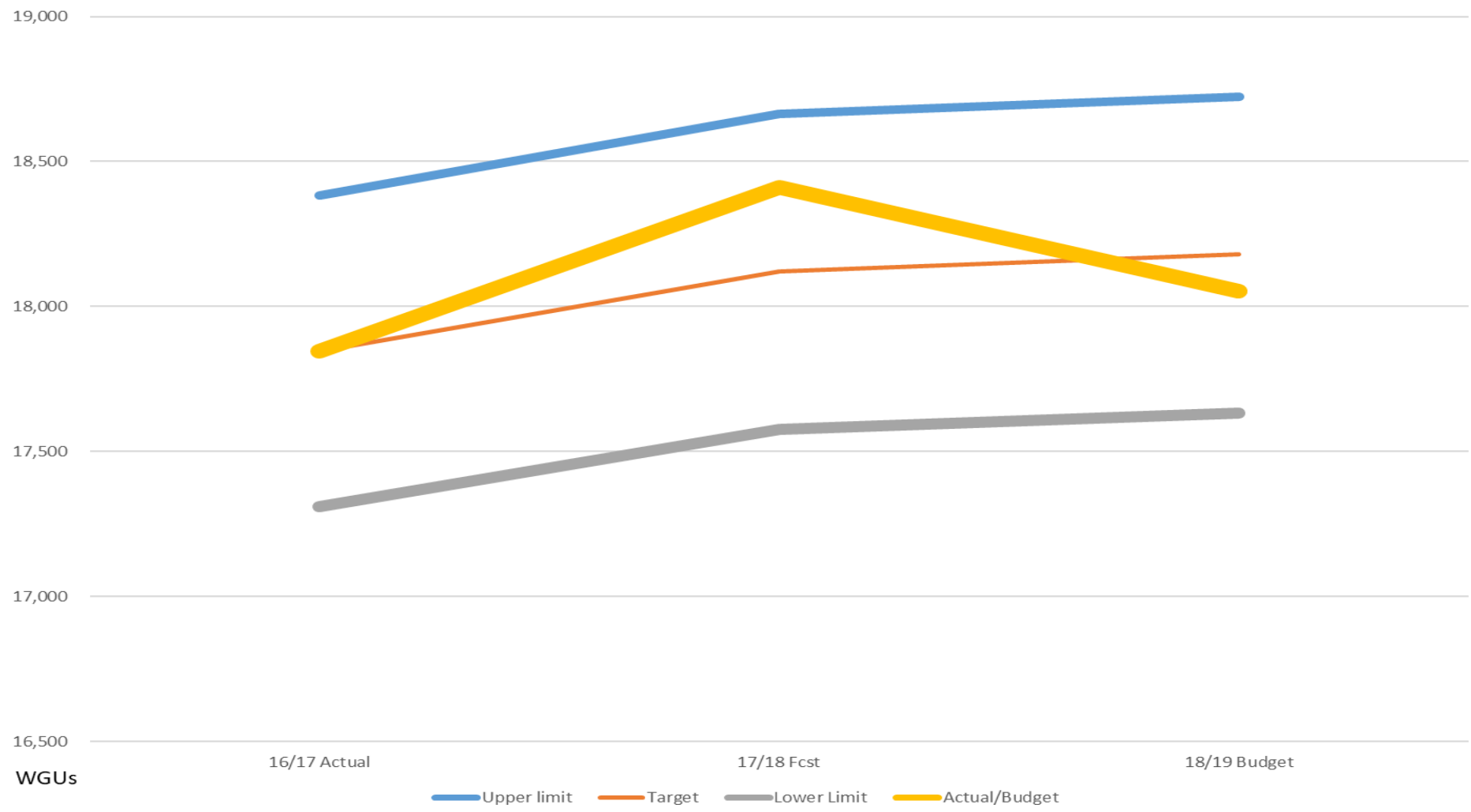
## 6. Student/Faculty ratio overall will improve to 29:1 if all positions are filled. 2017/18 budget ratio was 31:1

## 7. Operating budget includes a contingency of \$3.8M. Capital reserve of \$2M, deferred maintenance of \$0.5M, and \$1.3M of general contingency reserves.



# Key Budget Assumptions

## SMA 2 Enrolment Corridor



# FTE Enrolment Summary

Total FTE Dept	2018-19	2017-18	2017-18	Variance to		Variance to	
	Budget	Budget	Fcst	Budget		Forecast	
	Total	Total	Total	#	%	#	%
Faculty of ESNS	325	330	384	(6)	-2%	(59)	-15%
Faculty of Business and IT	1,665	1,674	1,721	(9)	-1%	(56)	-3%
Fac. of Social Science & Humanities	1,531	1,492	1,578	40	3%	(47)	-3%
Faculty of Education	378	352	396	26	7%	(18)	-5%
Faculty of Health Sciences	1,838	1,819	1,790	18	1%	48	3%
Faculty of EAS	2,051	2,065	2,018	(14)	-1%	33	2%
Faculty of Science	1,066	989	1,038	77	8%	28	3%
<b>Total</b>	<b>8,853</b>	<b>8,721</b>	<b>8,924</b>	<b>132</b>	<b>2%</b>	<b>(71)</b>	<b>-1%</b>

Under Grad Domestic Dept	2018-19	2017-18	2017-18	Variance to		Variance to	
	Budget	Budget	Fcst	Budget		Forecast	
	UG	UG	UG	#	%	#	%
Faculty of ESNS	252	262	276	(10)	-4%	(24)	-9%
Faculty of Business and IT	1,552	1,560	1,624	(8)	-1%	(71)	-4%
Fac. of Social Science & Humanities	1,456	1,409	1,501	47	3%	(45)	-3%
Faculty of Education	317	304	335	13	4%	(18)	-5%
Faculty of Health Sciences	1,737	1,749	1,711	(12)	-1%	26	2%
Faculty of EAS	1,589	1,593	1,562	(4)	0%	26	2%
Faculty of Science	931	878	927	53	6%	4	0%
<b>Total</b>	<b>7,834</b>	<b>7,755</b>	<b>7,936</b>	<b>79</b>	<b>1%</b>	<b>(102)</b>	<b>-1%</b>

Under Grad International Dept	2018-19	2017-18	2017-18	Variance to		Variance to	
	Budget	Budget	Fcst	Budget		Forecast	
	UG Int	Int UG	UG Int	#	%	#	%
Faculty of ESNS	15	12	22	3	27%	(7)	-31%
Faculty of Business and IT	90	100	82	(10)	-10%	8	10%
Fac. of Social Science & Humanities	25	25	26	(0)	0%	(0)	-2%
Faculty of Education	1	1	1	0	0%	0	0%
Faculty of Health Sciences	40	29	26	10	34%	14	54%
Faculty of EAS	220	260	226	(40)	-15%	(6)	-3%
Faculty of Science	78	73	53	5	7%	25	48%
<b>Total</b>	<b>468</b>	<b>500</b>	<b>435</b>	<b>(32)</b>	<b>-6%</b>	<b>33</b>	<b>8%</b>

# FTE Enrolment Summary (Cont.)

Grad Domestic Dept	2018-19	2017-18	2017-18	Variance to		Variance to	
	Budget	Budget	Fcst	Budget		Forecast	
	Grad	Grad	Grad	#	%	#	%
Faculty of ESNS	49	51	76	(2)	-4%	(27)	-36%
Faculty of Business and IT	9	3	11	6	212%	(1)	-13%
Fac. of Social Science & Humanities	46	57	49	(11)	-19%	(3)	-6%
Faculty of Education	60	45	60	15	33%	(0)	0%
Faculty of Health Sciences	59	39	52	20	51%	7	13%
Faculty of EAS	107	100	116	7	7%	(9)	-8%
Faculty of Science	49	34	51	15	44%	(3)	-5%
<b>Total</b>	<b>379</b>	<b>329</b>	<b>416</b>	<b>50</b>	<b>15%</b>	<b>(37)</b>	<b>-9%</b>

Grad International Dept	2018-19	2017-18	2017-18	Variance to		Variance to	
	Budget	Budget	Fcst	Budget		Forecast	
	Int Grad	Int Grad	Int Grad	#	%	#	%
Faculty of ESNS	9	6	10	3	51%	(1)	-11%
Faculty of Business and IT	14	10	5	3	32%	9	175%
Fac. of Social Science & Humanities	4	-	2	4	100%	2	93%
Faculty of Education	-	2	-	(2)	-100%	0	0%
Faculty of Health Sciences	2	2	1	0	8%	1	90%
Faculty of EAS	135	112	113	23	21%	22	20%
Faculty of Science	8	5	7	4	76%	1	19%
<b>Total</b>	<b>172</b>	<b>137</b>	<b>138</b>	<b>35</b>	<b>26%</b>	<b>34</b>	<b>24%</b>

# Budget Dashboard

Indicator	Metric	18/19 Budget/Target	17/18 Fcst	16/17 Actual	2018/19 Target vs 2017/18 Fcst
↓	Enrolment	8,853	8,924	8,916	
↓	UG Domestic	7,834	7,936	7,949	Domestic UG inflow is up 118 FTE, flow thru is down (220) FTE
↑	UG International	468	435	469	International UG inflow is up 58 FTE, flow thru is down (25) FTE
↓	Grad Domestic	379	416	369	Grad domestic FTE is down (37) FTE
↑	Grad International	172	138	129	Grad international enrolment is up 34
↑	Basic Operating Grant	\$56,818,156	\$55,170,124	\$54,929,617	Increase over forecast due to allowed SMA 2 growth
↑	Student/Faculty Ratio	29:1	30:1	31:1	Improvement as positions are added
↑	Tuition Rate Domestic	3.0%	3.0%	2.9%	Average 3% increase, can not go over 3% as per Ministry
↑	Tuition Rate International	4.2%	4.1%	4.0%	International Tuition not regulated by Ministry
↑	NASM/FTE	4.6	4.6	4.1	Increase with SIRC building
↑	Student Success	80.3%	80.3%	79.9%	Returning Students from 16/17
↑	Positions Filled	100.0%	93.8%	95.2%	Goal is to fill all open positions
↓	Expendable Donations	\$ 1,085,180	\$ 1,360,630	\$ 2,273,572	Does not include endowed principal and new capital campaign.

# Budget Dashboard

Indicator	Metric	18/19 Budget/Target	17/18 Fcst	16/17 Actual	2018/19 Target vs 2017/18 Fcst
↓	Net Income/Loss Ratio	4.5%	6.8%	6.2%	Tracks the trend in UOIT earning
↑	Net Operating Revenues Ratio	11.5%	8.5%	18.1%	Indicates the extent to which UOIT is generating positive cash flows in the long-run to be financially sustainable
↓	Primary Reserve Ratio (days)	38	40	40	indicates UOIT's financial strength and flexibility by determining the number of days UOIT could function using its resources that are can be expended without restrictions.
↑	Interest Burden Ratio	7.7%	8.2%	8.9%	UOIT debt affordability and the cost of servicing debt
↓	IBR w MAESD Funding	1.8%	2.0%	2.0%	The "IBR" has been re-stated to reflect an annual "institution-specific" grant of \$13.5m from the Ministry to fund the University's debenture debt.
↓	Viability Ratio	11.0%	12.0%	10.0%	Determermines UOIT's financial Health, as it indicates the funds on hand to settle it's longterm obligations

# Budget Dashboard

## Budget Contingency

	2018/19 Budget	2017/18 Budget
General Contingency	\$ 1.3	\$ 2.1
Capital Reserve	\$ 2.0	\$ 2.0
Deferred Maintenance Reserve	\$ 0.5	\$ 0.5
<b>Total</b>	<b>\$ 3.8</b>	<b>\$ 4.6</b>

2018- 19 Proposed Draft Budget

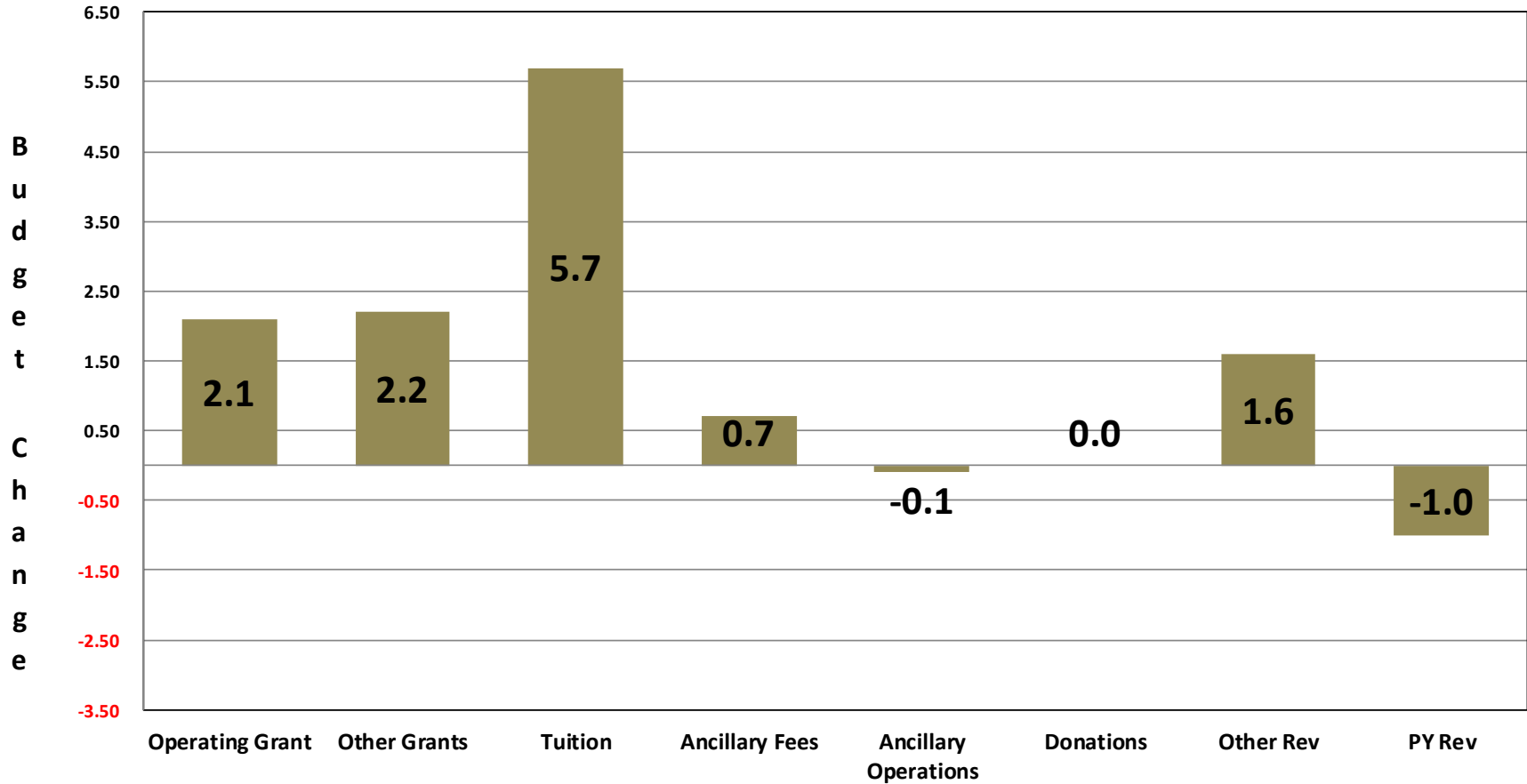
	2018-19 Draft Operating Budget	Purchased Services	Debenture	TELE	ACE	Regent Theater	Campus ChildCare	Campus Field House and Arena	Total 2018 - 19 Draft Budget
<b>REVENUES</b>									
Operating Grants	\$ 56,818,156		\$ 13,500,000						\$ 70,318,156
Other Grants	\$ 9,417,791						\$ 250,144		\$ 9,667,935
Student Tuition Fees	\$ 83,992,017								\$ 83,992,017
Student Ancillary Fees	\$ 5,129,143	\$ 2,291,356		\$ 4,185,821					\$ 11,606,320
Revenues from Ancillary Operations	\$ 225,000	\$ 3,607,200							\$ 3,832,200
Donations *	\$ 725,500			\$ -					\$ 725,500
Other Revenues	\$ 5,626,210		\$ -	\$ 51,615	\$ 4,923,382	\$ 621,988	\$ 763,321	\$ 1,568,565	\$ 13,555,081
<b>Subtotal Operating Revenues</b>	<b>\$ 161,933,817</b>	<b>\$ 5,898,556</b>	<b>\$ 13,500,000</b>	<b>\$ 4,237,436</b>	<b>\$ 4,923,382</b>	<b>\$ 621,988</b>	<b>\$ 1,013,465</b>	<b>\$ 1,568,565</b>	<b>\$ 193,697,209</b>
				\$ 556,789					\$ 556,789
<b>Funded through PY Revenue</b>									
<b>Total Revenue</b>	<b>\$ 161,933,817</b>	<b>\$ 5,898,556</b>	<b>\$ 13,500,000</b>	<b>\$ 4,794,225</b>	<b>\$ 4,923,382</b>	<b>\$ 621,988</b>	<b>\$ 1,013,465</b>	<b>\$ 1,568,565</b>	<b>\$ 194,253,998</b>
<b>EXPENDITURES</b>									
FT Labour	(83,893,100)	\$ (6,939,944)		\$ (1,070,131)	\$ (1,788,446)	\$ (97,729)	\$ (356,019)	\$ (594,628)	\$ (94,739,997)
PT Labour	\$ (16,910,028)	\$ (260,169)		\$ (261,999)	\$ (58,990)	\$ (277,966)	\$ (321,308)		\$ (18,090,459)
Operating Expenses	\$ (43,769,235)	\$ (8,536,709)	\$ (16,501,006)	\$ (1,532,237)	\$ (3,133,411)	\$ (223,378)	\$ (281,463)	\$ (1,000,827)	\$ (74,978,266)
Capital Expenses	\$ (3,843,173)	\$ (1,539,029)		\$ (1,929,858)	\$ -	\$ -	\$ -	\$ -	\$ (7,312,060)
Carry Forwards*	\$ 866,784	\$ -			\$ -	\$ -	\$ -	\$ -	\$ 866,784
<b>Total Expenditures</b>	<b>\$ (147,548,752)</b>	<b>\$ (17,275,851)</b>	<b>\$ (16,501,006)</b>	<b>\$ (4,794,225)</b>	<b>\$ (4,980,847)</b>	<b>\$ (599,073)</b>	<b>\$ (958,789)</b>	<b>\$ (1,595,455)</b>	<b>\$ (194,253,998)</b>
<b>Budget Surplus/(Deficit)</b>	<b>\$ 14,385,065</b>	<b>\$ (11,377,295)</b>	<b>\$ (3,001,006)</b>	<b>\$ (0)</b>	<b>\$ (57,465)</b>	<b>\$ 22,915</b>	<b>\$ 54,676</b>	<b>\$ (26,890)</b>	<b>\$ -</b>

\* Donations relate to expendable and interest portion of endowed funds that will be disbursed as awards and scholarships in the budget year. It does not include endowed principal and new capital campaign.

# Budget Summary

## Snapshot – Budget Revenue Increase

The overall UOIT budget has increased \$11.2M or 6.1%

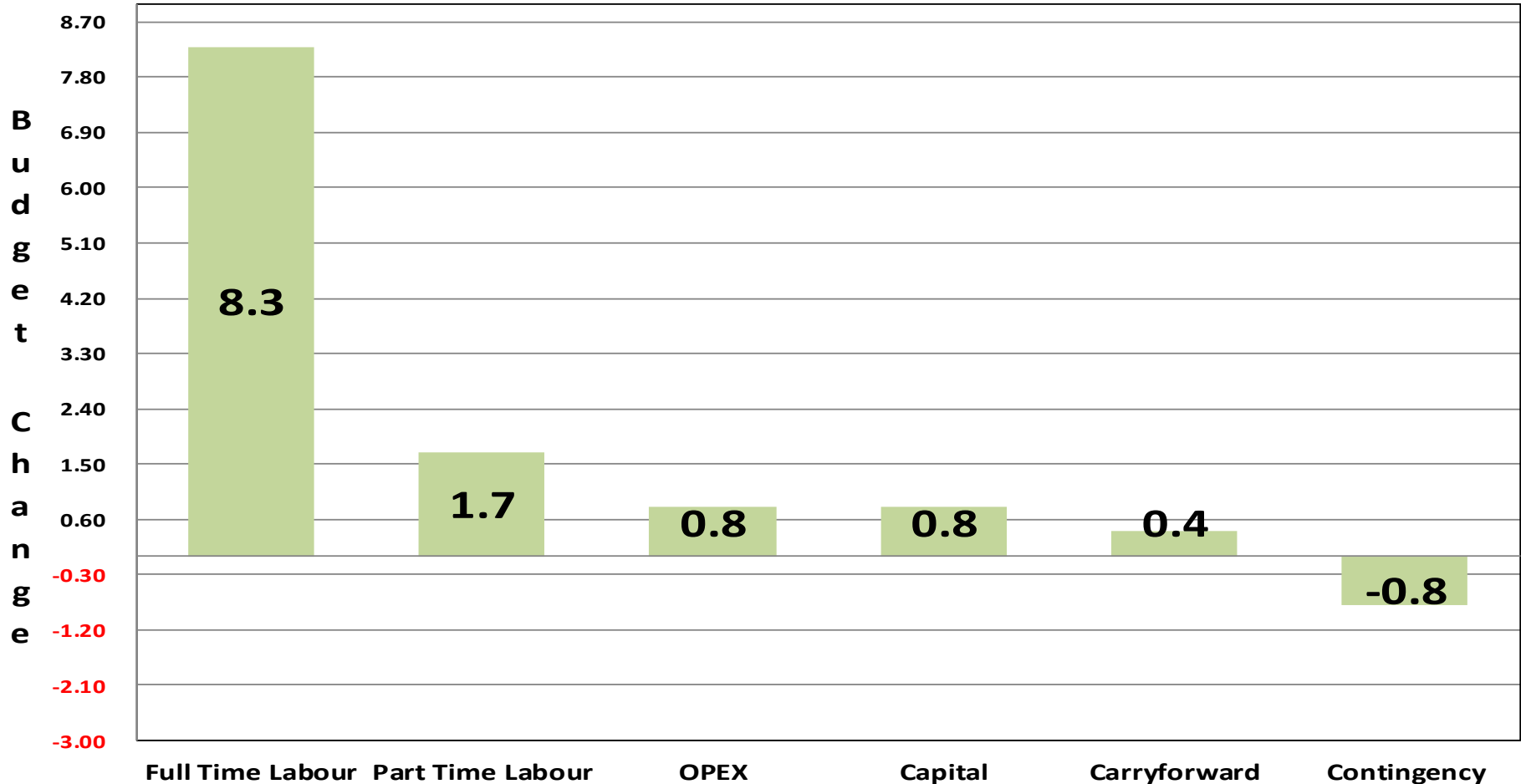




# Budget Summary

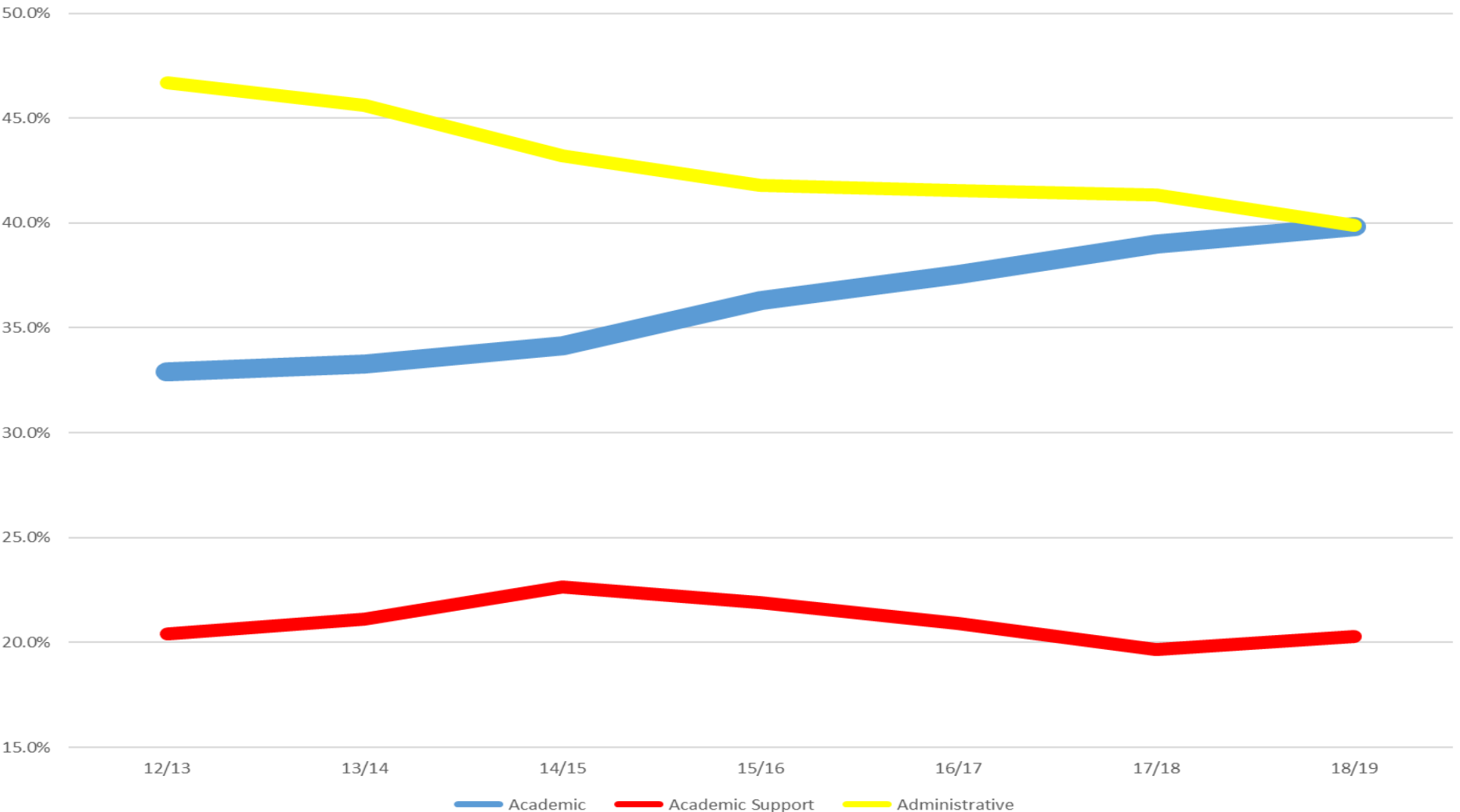
## Snapshot – Budget Expense Increase

The overall UOIT budget has increased \$11.2M or 6.1%



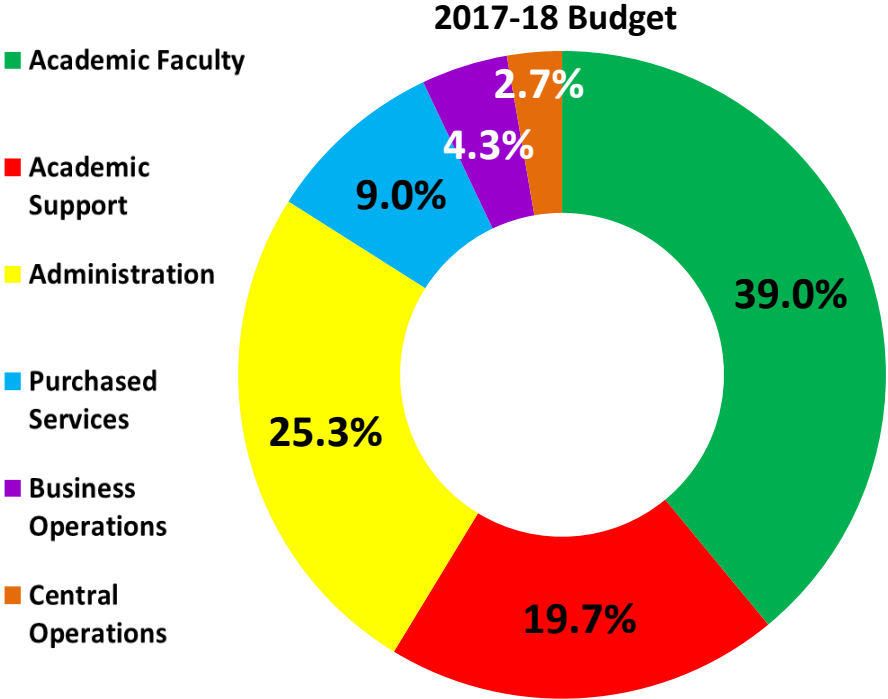
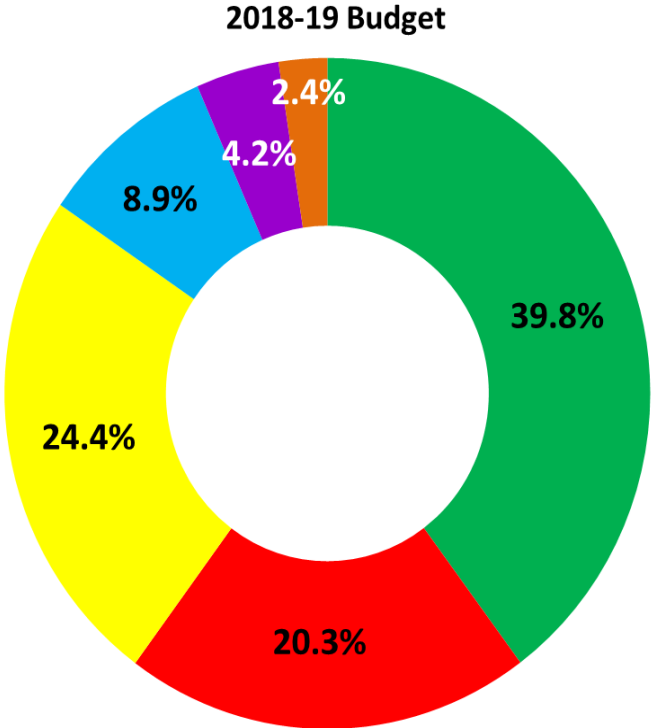
# Budget Summary

## % of Total Budget by Group



# Budget Summary

## Expense Components By Group

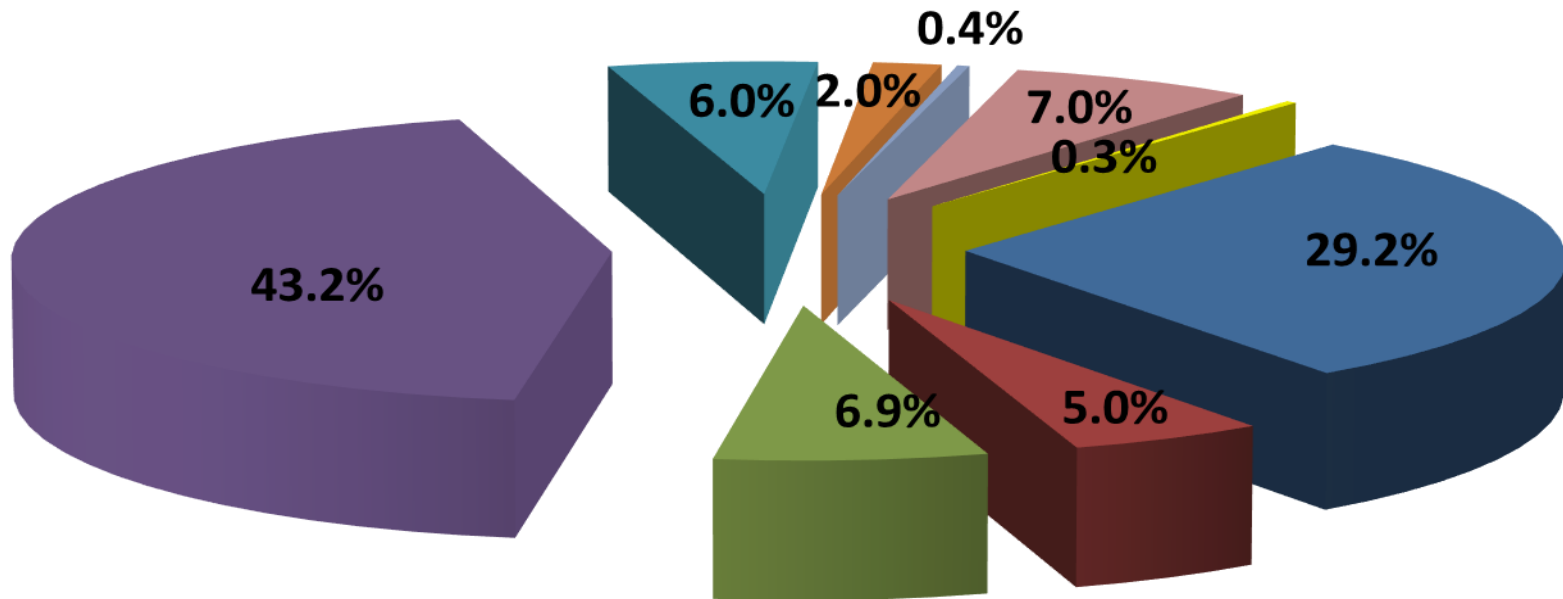


# 2018-19 Draft Operating Summary

UOIT Total Budget	18-19 Budget	17-18 Budget	17-18 Fcst	Bud-Bud	Bud-Bud	Bud-Fcst	Bud-Fcst
Revenue	(\$'000)	(\$'000)	(\$'000)	\$ Variance	%	\$ Variance	%
<i>Total Operating Grant</i>	\$56,818	\$54,729	\$55,170	\$2,089	3.8%	\$1,648	3.0%
<i>Total Other Grants</i>	9,668	7,469	9,446	\$2,199	29.4%	\$222	2.4%
<i>Total Debenture</i>	13,500	13,500	13,500	\$0	0%	\$0	0%
<i>Total Tuition</i>	83,992	78,318	80,864	\$5,674	7.2%	\$3,128	3.9%
<i>Total Student Ancillary Fees</i>	11,606	10,950	12,083	\$656	6.0%	(\$477)	(3.9%)
<i>Total Ancillary Operations</i>	3,832	3,957	3,877	(\$125)	(3.2%)	(\$45)	(1.2%)
<i>Donations</i>	725	680	1,448	\$45	6.6%	(\$723)	(49.9%)
<i>Other Revenue</i>	13,556	11,886	17,423	\$1,670	14.1%	(\$3,867)	(22.2%)
<b>Subtotal Operating Revenue</b>	<b>\$193,697</b>	<b>\$181,489</b>	<b>\$193,811</b>	<b>\$12,208</b>	<b>6.7%</b>	<b>(\$114)</b>	<b>(0.1%)</b>
<i>Funded through PY Revenue</i>	557	1,524	1,306	(\$967)	(63.5%)	(\$749)	(57.4%)
<b>Total Revenue</b>	<b>\$194,254</b>	<b>\$183,013</b>	<b>\$195,117</b>	<b>\$11,241</b>	<b>6.1%</b>	<b>(\$863)</b>	<b>(0.4%)</b>
<b>Expense</b>							
<i>Full Time Labour</i>	\$94,740	\$86,402	\$81,793	\$8,338	9.6%	\$12,947	15.8%
<i>Part Time Labour</i>	18,090	16,410	19,748	\$1,680	10.2%	(\$1,658)	(8.4%)
<i>Operating Expenses (OPEX)</i>	74,979	74,949	69,983	\$30	0%	\$4,995	7.1%
<i>Capital</i>	7,312	6,517	9,060	\$795	12.2%	(\$1,747)	(19.3%)
<i>Carry Forward Surplus</i>	(\$867)	(\$1,265)	\$0	\$398	31.5%	(\$867)	0%
<b>Total Expenses</b>	<b>\$194,254</b>	<b>\$183,013</b>	<b>\$180,584</b>	<b>\$11,241</b>	<b>6.1%</b>	<b>\$13,669</b>	<b>7.6%</b>

# Operating Revenues

Revenue Components as a % of Total Revenue



- Operating Grant
- Tuition
- Donations

- Other Grant
- Student Ancillary
- Other Revenue

- Debenture
- Ancillary Operations
- PY Rev

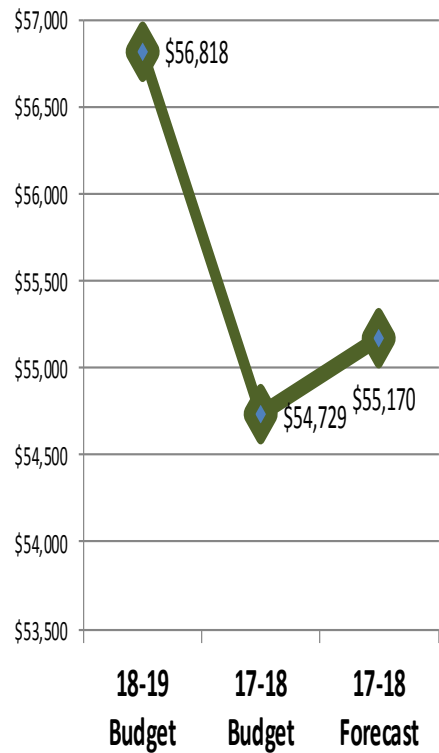
# Total Revenue Budget (\$'000)

Agenda Item 8.1

Revenue	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	% Change Budget-Budget	% Change Budget-Fcst
<b>Total Revenue</b>	<b>\$194,254</b>	<b>\$183,013</b>	<b>\$195,117</b>	<b>6.1%</b>	<b>(0.4%)</b>
<i>Funded through PY Revenue</i>	557	1,524	1,306	(63.5%)	(57.4%)
<b>Subtotal Operating Revenue</b>	<b>\$193,697</b>	<b>\$181,489</b>	<b>\$193,811</b>	<b>6.7%</b>	<b>(0.1%)</b>
<i>Total Operating Grant</i>	\$56,818	\$54,729	\$55,170	3.8%	3.0%
<i>Total Other Grants</i>	9,668	7,469	9,446	29.4%	2.4%
<i>Total Debenture</i>	13,500	13,500	13,500	0.0%	0.0%
<i>Total Tuition</i>	83,992	78,318	80,864	7.2%	3.9%
<i>Total Student Ancillary Fees</i>	11,606	10,950	12,083	6.0%	(3.9%)
<i>Total Ancillary Operations</i>	3,832	3,957	3,877	(3.2%)	(1.2%)
<i>Donations</i>	725	680	1,448	6.6%	(49.9%)
<i>Other Revenue</i>	13,556	11,886	17,423	14.1%	(22.2%)

# Operating Grant Revenue (\$'000)

Revenue	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
<b>Total Operating Grant Revenue</b>	<b>\$56,818</b>	<b>\$54,729</b>	<b>\$55,170</b>	<b>\$2,089</b>	<b>3.8%</b>	<b>\$1,648</b>	<b>3.0%</b>

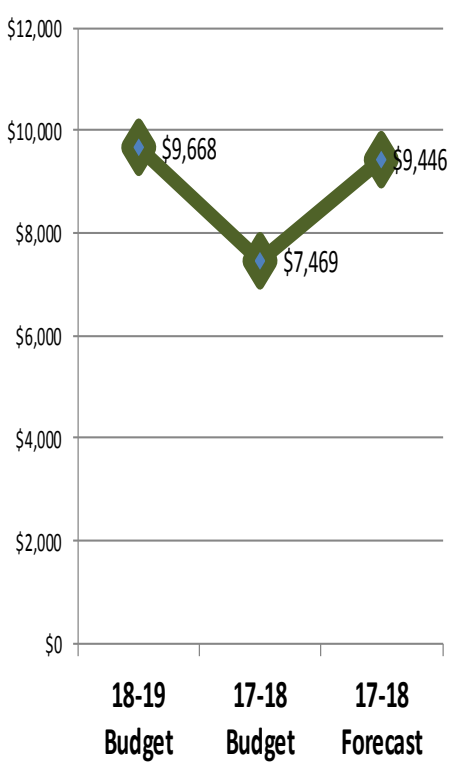


Budget: Increase in 18/19 due to final 16/17 SMA 2 baseline being higher than originally calculated by the ministry, along with MAESD adjusting the funding formula during the year. \$2.1M

Fcst: Increase over forecast due to allowed SMA 2 growth. \$1.6M.

# Other Grant Revenue (\$'000)

Revenue	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
<b>Total Other Grant Revenue</b>	<b>\$9,668</b>	<b>\$7,469</b>	<b>\$9,446</b>	<b>\$2,199</b>	<b>29.4%</b>	<b>\$222</b>	<b>2.4%</b>



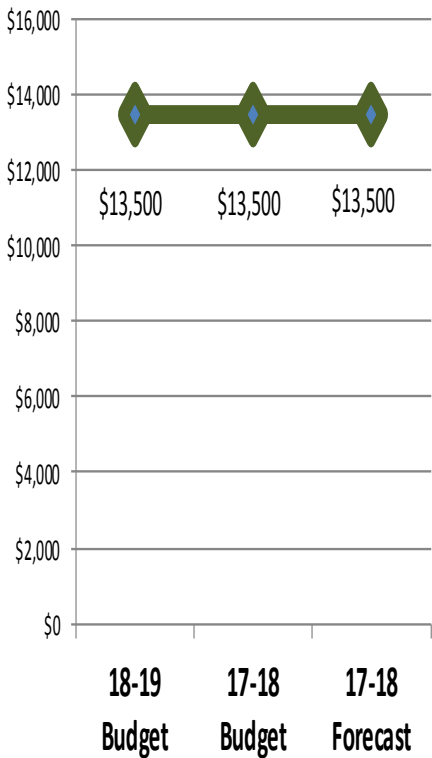
Budget: FRP grant \$0.8M, in 17/18 FRP applied to SIRC building rather than operations. New grants for 18/19 include: Career ready fund grant \$0.2M, Mental health support \$0.1M, Mental health worker grant \$0.2M. \$0.5M increase to our performance indicators. \$0.2M increase to Indirect costs grant. \$0.1M increase to childcare grant with increase in daycare enrolment. \$0.1M increase to Grad studies awards.

Fcst: FRP grant \$0.8M, in 17/18 FRP applied to SIRC building rather than operations. Will no longer receive teaching enrolment transition grant (\$0.8M). \$0.2M increase to research indirect costs program.



# Debenture Revenue (\$'000)

Revenue	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
Total Debenture Revenue	\$13,500	\$13,500	\$13,500	\$0	0.0%	\$0	0.0%

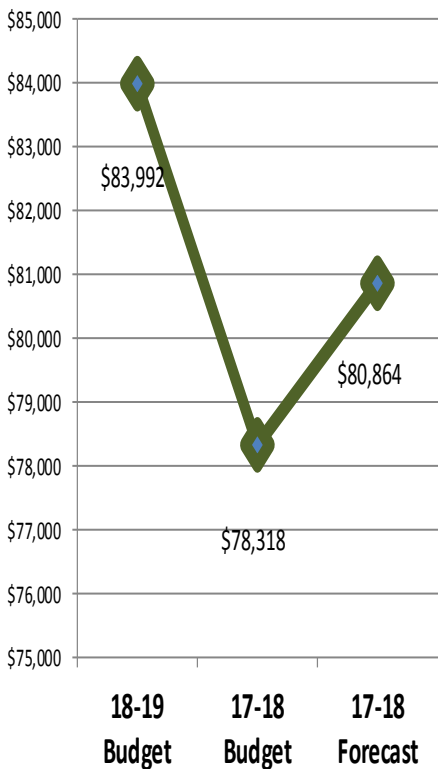


Budget: Unchanged

Fcst: Unchanged

# Tuition Revenue (\$'000)

Revenue	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
Total Tuition Revenue	\$83,992	\$78,318	\$80,864	\$5,674	7.2%	\$3,128	3.9%

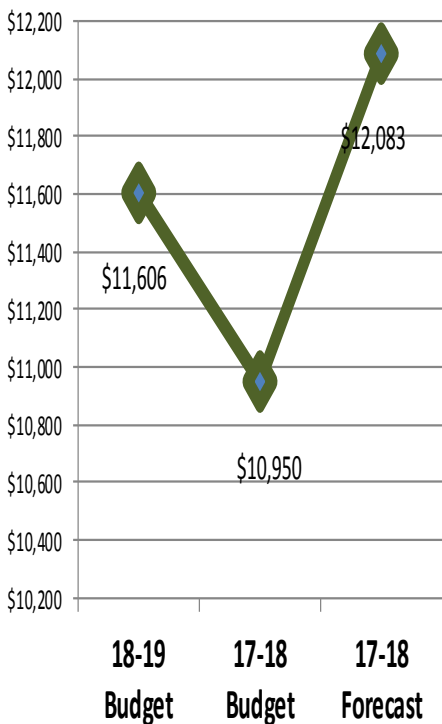


Budget: Domestic UG inflow is up 130 FTE or \$1.0M. Domestic UG flow thru is down (51) FTE or (\$0.4M). Domestic UG mix is down (\$0.1M). International UG inflow is down (19) FTE or (\$0.5M). Flow thru is down (13) FTE or (\$0.3M). Grad Domestic FTE is up 50 FTE or \$0.5M. Grad mix is down (\$0.1M). Grad International FTE is up 35 FTE or \$0.6M. Grad International mix is down (\$0.1M). ELC revenue is up \$0.7M. Increase from higher tuition rates for UG is \$2.5M and for Grad is \$0.3M. Budget model now includes tuition revenue from dropped courses and the recalculation of engineering tuition \$1.6M.

Fcst: Domestic UG inflow is up 118 FTE or \$0.9M. Domestic UG flow thru is down (220) FTE or (\$1.8M). Domestic UG mix is down (\$0.1M). International UG inflow is up 58 FTE or \$1.6M. Flow thru is down (25) FTE or (\$0.6M). International UG mix is down (\$0.1M). Grad Domestic FTE is down (37) FTE or (\$0.5M). Grad Domestic mix is down \$(0.1M). Grad International FTE is up 34 FTE or \$0.5M FTE. ELC revenue is up \$0.5M. Increase from higher tuition rates for UG is \$2.5M and for Grad is \$0.3M.

# Student Ancillary Fee (\$'000)

Revenue	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
<b>Total Student Ancillary Fees</b>	<b>\$11,606</b>	<b>\$10,950</b>	<b>\$12,083</b>	<b>\$656</b>	<b>6.0%</b>	<b>(\$477)</b>	<b>(3.9%)</b>

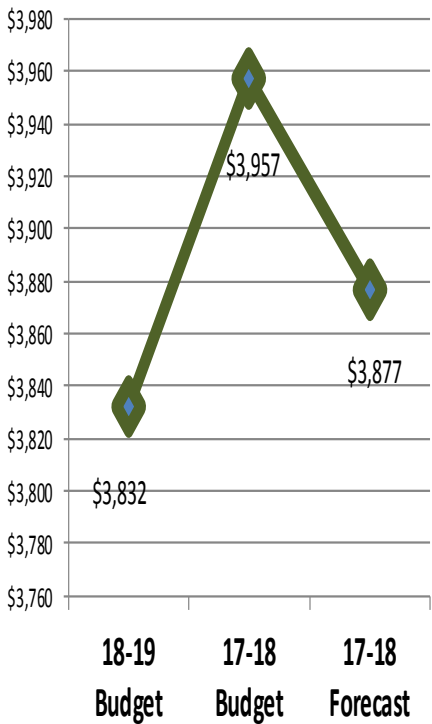


Budget: Increased enrolment 132 FTE \$0.2M. Ancillary fee increase \$0.1M. Tele fee increase \$0.4M.

Fcst: Decreased enrolment, down 71 FTE (\$0.1M). In 17/18 CRCW used ancillary fees for equipment purchase (\$0.5M). Ancillary fee increase \$0.1M.

# Ancillary Operations (\$'000)

Revenue	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
<b>Total Ancillary Operations</b>	<b>\$3,832</b>	<b>\$3,957</b>	<b>\$3,877</b>	<b>(\$125)</b>	<b>(3.2%)</b>	<b>(\$45)</b>	<b>(1.2%)</b>



Budget: Text book sales are down (\$0.1M)

Fcst: Flat

# Donations Revenue (\$'000)

Revenue	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
Total Donation Revenue	\$725	\$680	\$1,448	\$45	6.6%	(\$723)	(49.9%)



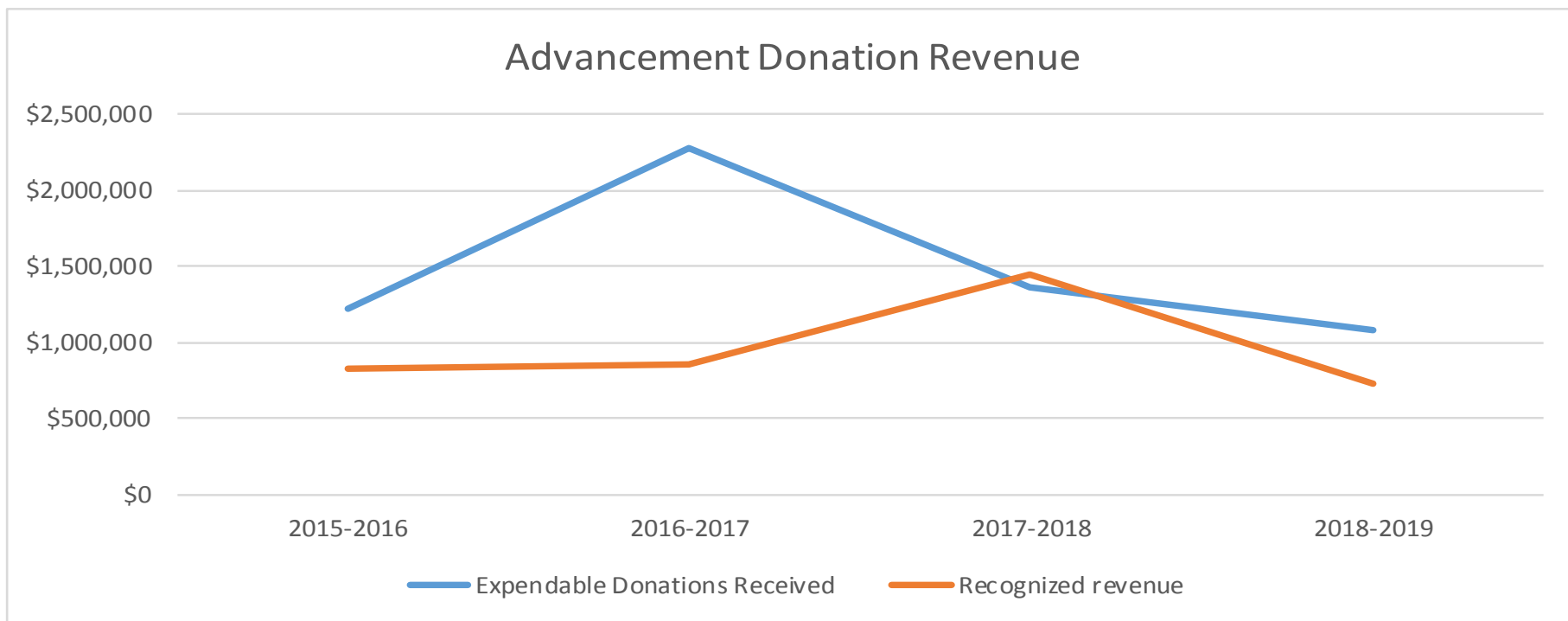
Budget: Flat

Fcst: 17/18 Includes; (\$0.4M) unplanned donations from OPG/Hydro one, (\$0.2M) in capital building campaign not included in 18/19 budget, and 17/18 (\$0.1M) in unplanned Grad scholarships donations.

# Expendable Donations

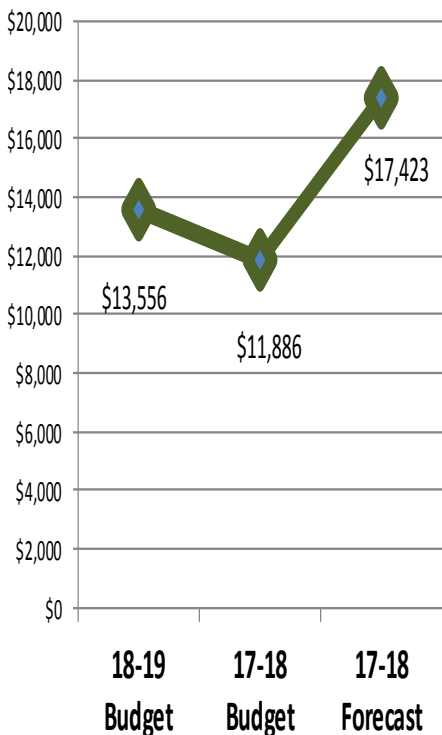
Note: Expendable Donations does not include endowments and new capital campaign.

	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>
Expendable Donations Received	\$1,224,874	\$2,273,572	\$1,360,630	\$1,085,180
Recognized revenue	\$827,096	\$848,985	\$1,448,349	\$725,000



# Other Revenue (\$'000)

Revenue	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
<b>Total Other Revenue</b>	<b>\$13,556</b>	<b>\$11,886</b>	<b>\$17,423</b>	<b>\$1,670</b>	<b>14.1%</b>	<b>(\$3,867)</b>	<b>(22.2%)</b>

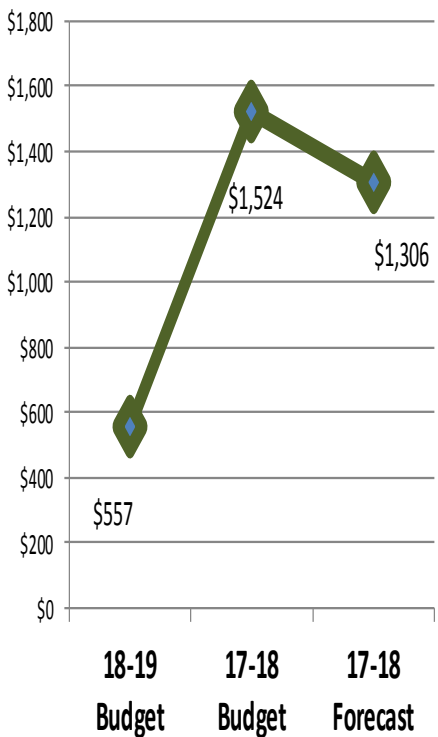


Budget: New revenue sources from the province include student success fund and OCADU project \$0.8M. ACE revenue up \$0.2M. Summer camps up \$0.2M. Regent increased number of shows, up \$0.2M. Shop SIRC up \$0.1M. Varsity fundraising up \$0.1M. Bank interest up \$0.1M

Fcst: 17/18 received (\$4.9M) PST rebate. New revenue sources from the province include student success fund and OCADU project \$0.8M. Summer camps up \$0.2M.

# Funded through PY Revenue (\$'000)

Revenue	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
Funded through PY Revenue	\$557	\$1,524	\$1,306	(\$967)	(63.5%)	(\$749)	(57.4%)



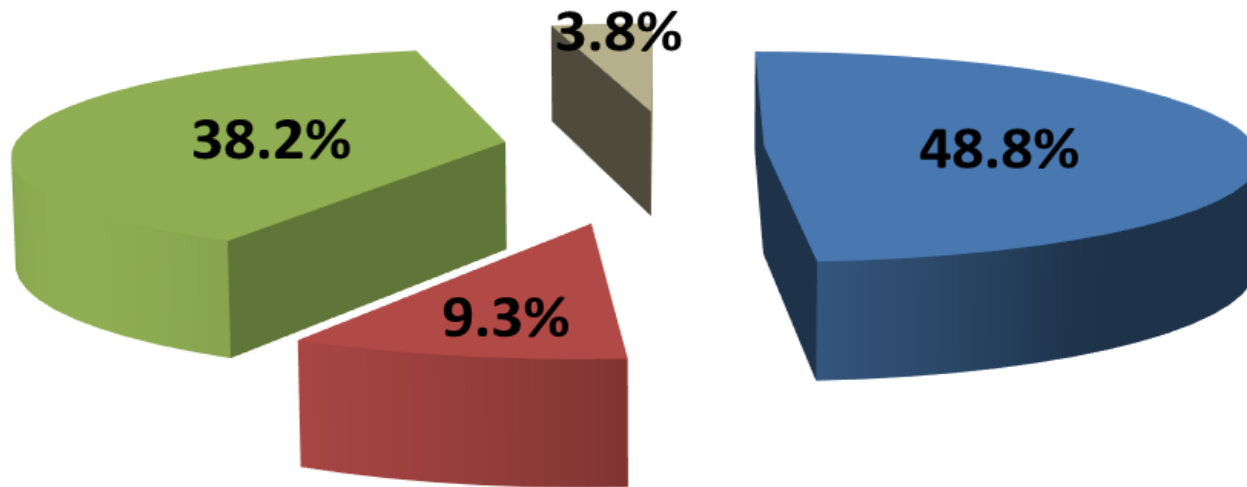
Budget: Use of PY (deferred) revenue is down as TELE has increased revenue and cut expenses (\$0.6M) as it transitions from full TELE to BYOD. 17/18 Budget included capital building campaign and it required (\$0.4M) to fund part of the campaign's start up expenses

Fcst: Use of PY (deferred) revenue is down as TELE has increased revenue and cut expenses (\$0.5M) as it transitions from full TELE to BYOD. 17/18 Fcst included capital building campaign and it required (\$0.2M) to fund part of the campaign's start up expenses



# Operating Expense

## Expense Components as a % of Total Expense



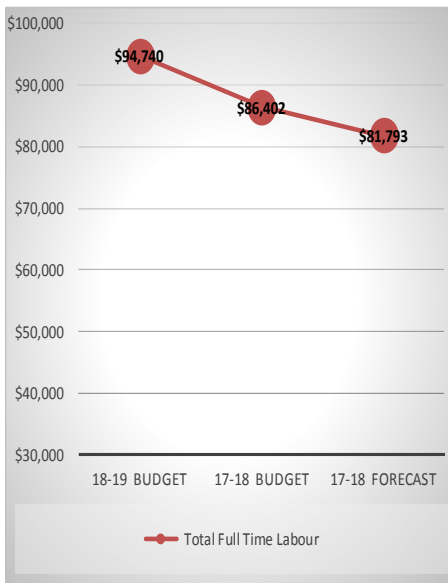
- Full Time Labour
- Part Time Labour
- Operating Expense & Carryforward
- Capital

# Total Expense Budget (\$'000)

Expense	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	% Change Budget-Budget	% Change Budget-Fcst
<b>Total Expense</b>	<b>\$194,254</b>	<b>\$183,013</b>	<b>\$180,584</b>	<b>6.1%</b>	<b>7.6%</b>
<i>Total Full Time Labour</i>	\$94,740	\$86,402	\$81,793	9.6%	15.8%
<i>Total Part Time Labour</i>	18,090	16,410	19,748	10.2%	(8.4%)
<i>Total Operating Expense</i>	74,979	74,949	69,983	0.0%	7.1%
<i>Total Capital</i>	7,312	6,517	9,060	12.2%	(19.3%)
<i>Total Carry Forward Surplus</i>	(867)	(1,265)	0	31.5%	0%

# Full Time Labour (\$'000)

Expense	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
<b>Total Full Time Labour</b>	<b>\$94,740</b>	<b>\$86,402</b>	<b>\$81,793</b>	<b>\$8,338</b>	<b>9.6%</b>	<b>\$12,947</b>	<b>15.8%</b>
<i>Academic</i>	\$56,165	\$51,342	\$48,239	\$4,823	9.4%	\$7,926	16.4%
<i>Academic Support</i>	17,124	15,299	15,061	\$1,825	11.9%	\$2,063	13.7%
<i>Administrative</i>	11,674	10,481	9,611	\$1,193	11.4%	\$2,063	21.5%
<i>Purchased Services</i>	6,940	6,657	6,404	\$283	4.3%	\$536	8.4%
<i>Business Operations</i>	2,837	2,623	2,478	\$214	8.2%	\$359	14.5%



Budget Variance:

Annual increase \$2.6M. 18/19 20 FTE net new hires, \$1.8M. Conversions, 12 FTE from part time, \$1.0M. 17/18 net new hires of 23 FTE, \$2.5M. \$0.2M PY budget allocation to part time. \$0.2M Annualization of PY salary increases

Forecast Variance:

Labour Savings from open head count \$4.3M. Annual increase \$2.6M. 18/19 20 FTE net new hires, \$1.8M. Conversions, 12 FTE from part time, \$1.0M. 17/18 net new hires of 23 FTE; \$1.7M (Annualization effect). Annualization of 17/18 budget hires, \$0.4M. Release of vacation accrual \$0.3M. Increase in teaching releases \$0.2M. \$0.2M Allocation of salary to part time contract. Reversal of 16/17 accrued admin leaves \$0.4M.

# Part Time Labour (\$'000)

Expense	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
<b>Total Part Time Labour</b>	<b>\$18,090</b>	<b>\$16,410</b>	<b>\$19,748</b>	<b>\$1,680</b>	<b>10.2%</b>	<b>(\$1,658)</b>	<b>(8.4%)</b>
<i>Academic</i>	\$11,987	\$11,743	\$12,747	\$244	2.1%	(\$760)	(6.0%)
<i>Academic Support</i>	4,417	3,419	4,881	\$999	29.2%	(\$463)	(9.5%)
<i>Administrative</i>	767	378	816	\$389	102.8%	(\$49)	(6.0%)
<i>Purchased Services</i>	260	255	544	\$5	2.0%	(\$284)	(52.2%)
<i>Business Operations</i>	658	615	761	\$44	7.1%	(\$102)	(13.5%)



Budget Variance:

Sessional increase due to new TF agreement \$0.5M. \$0.4M Sessional/TA increase due to increased students. Converting 12 part time to full time (\$0.7M). \$0.5M increase in minimum wage. Sessional/TA wage increase \$0.2M. Limited term positions funded by new grants \$0.5M. New research limited term positions \$0.3M.

Forecast Variance:

17/18 part time backfill for open head counts (\$2.5M). Sessional increase due to new TF agreement \$0.2M. Converting 12 part time to full time (\$0.7M). \$0.3M increase in minimum wage. Sessional/TA wage increase \$0.2M. Limited term positions funded by new grants \$0.5M. New research limit term positions \$0.3M.

# Operating Expenses (\$'000)

Expense	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
<b>Total Operating Expense</b>	<b>\$74,978</b>	<b>\$74,949</b>	<b>\$69,983</b>	<b>\$29</b>	<b>0.0%</b>	<b>\$4,994</b>	<b>7.1%</b>
<i>Academic</i>	\$8,901	\$7,981	\$8,332	\$920	11.5%	\$569	6.8%
<i>Academic Support</i>	15,845	15,432	14,727	\$413	2.7%	\$1,119	7.6%
<i>Administrative</i>	37,056	38,765	34,041	(\$1,708)	(4.4%)	\$3,016	8.9%
<i>Purchased Services</i>	8,536	8,232	8,669	\$304	3.7%	(\$133)	(1.5%)
<i>Business Operations</i>	4,639	4,539	4,215	\$100	2.2%	\$424	10.1%



Budget Variance:

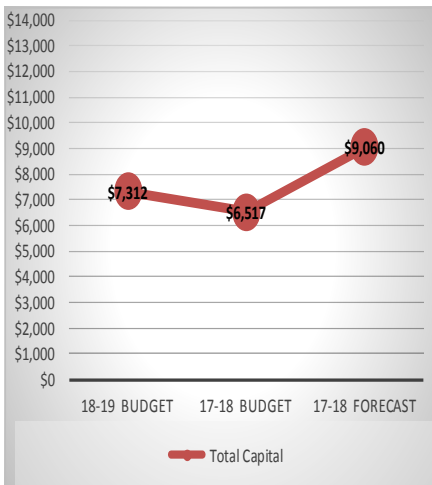
Centrally held contingency fund down (\$0.8M). Library subscriptions up \$0.3M. Legal fees up \$0.3M. Utilities increase \$0.2M.

Forecast Variance:

Centrally held contingency fund for 18/19 Budget \$3.8M. Faculty start-up and PD - budget topped up \$1.2M.

# Capital (\$'000)

Expense	18-19 Budget (\$'000)	17-18 Budget (\$'000)	17-18 Forecast (\$'000)	\$ Variance Budget-Budget	% Change Budget-Budget	\$ Variance Budget-Fcst	% Change Budget-Fcst
<b>Total Capital</b>	<b>\$7,312</b>	<b>\$6,517</b>	<b>\$9,060</b>	<b>\$795</b>	<b>12.2%</b>	<b>(\$1,747)</b>	<b>(19.3%)</b>
<i>Academic</i>	\$1,185	\$1,317	\$2,562	(\$132)	(10.1%)	(\$1,377)	(53.8%)
<i>Academic Support</i>	2,037	1,806	2,460	\$230	12.7%	(\$424)	(17.2%)
<i>Administrative</i>	2,552	2,094	3,176	\$458	21.9%	(\$625)	(19.7%)
<i>Purchased Services</i>	1,539	1,207	849	\$332	27.5%	\$690	81.3%
<i>Business Operations</i>	0	93	12	(\$93)	(100.0%)	(\$12)	(100.0%)



Budget Variance:

Banner 9 project \$0.4M. Lab equipment up \$0.1M. IT up \$0.2M for media capital upgrades. Purchase services IT upgrades \$0.1M.

Forecast Variance:

17/18 in year strategic spend (\$0.7M) and Dean's innovation fund capital spending (\$0.5M). 17/18 NMR faculty equipment (\$0.5M).

# Capital Projects (\$'000)

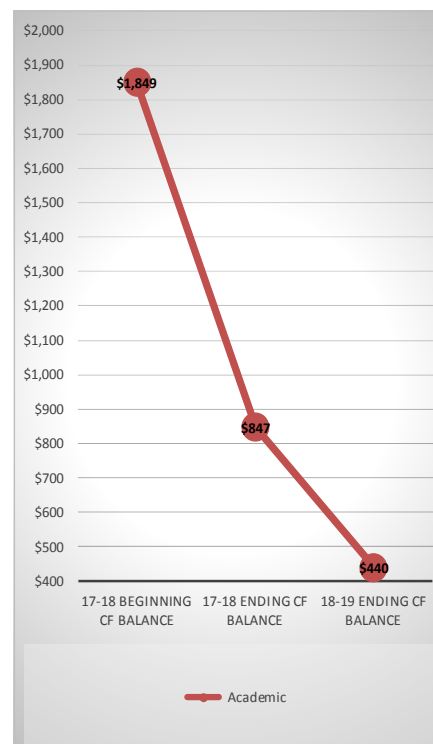
	2018/19 Budget	2017/18 Budget	2017/18 Fcst
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## Consists of:

Lap Tops	\$1.8	\$1.8	\$1.8
IT Services	\$0.7	\$0.5	\$1.0
Facility Capital Spend	\$1.3	\$1.6	\$2.5
Purchase Services	\$1.5	\$1.2	\$0.8
Lab Equipment	\$1.4	\$1.3	\$2.1
Other	\$0.6	\$0.1	\$0.9
<b>Total</b>	<b>\$7.3</b>	<b>\$6.5</b>	<b>\$9.1</b>

# Carryforward Analysis

Expense	17-18 Ending CF Balance (\$'000)	17-18 New Carryforward (\$'000)	18-19 Utilization (\$'000)	18-19 Ending CF Balance (\$'000)	
<b>Total Carry Forward Surplus</b>	<b>\$847</b>	<b>\$460</b>	<b>-\$867</b>	<b>\$440</b>	

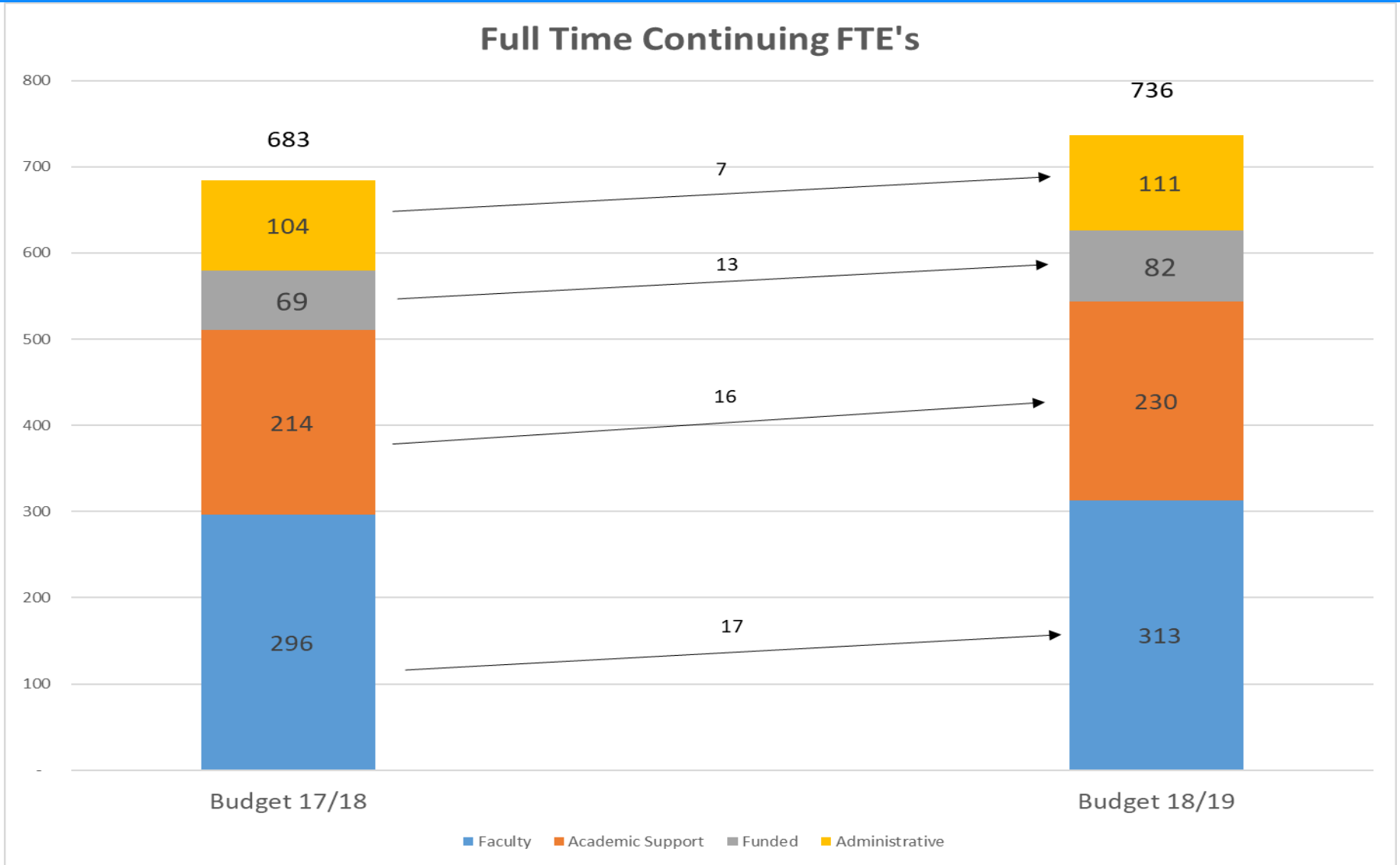


Faculty	Actual/Fcst Results							
	FBIT	SSH	HS	EAS	SCI	Total	C&M	Total
<b>17/18 Budget</b>								
Carry Forward from 16/17	290	225	167	870	169	1,721	245	1,966
Adjustment based on Actual results	20	(41)	10	36	(145)	(120)		(120)
Spent	310	45	39	336	24	754	245	999
Roll forward	-	139	138	570	-	847	-	847
<b>18/19 Budget</b>								
Roll Forward from 17/18	-	139	138	570	-	847	-	847
New Carry Forward	150		227	83	-	460	-	460
Carry Forward Amount	150	139	365	653	-	1,307	-	1,307
Planned to be Spent	-	139	265	463	-	867	-	867
Carry Forward Amount	150	-	100	190	-	440	-	440

Notes:

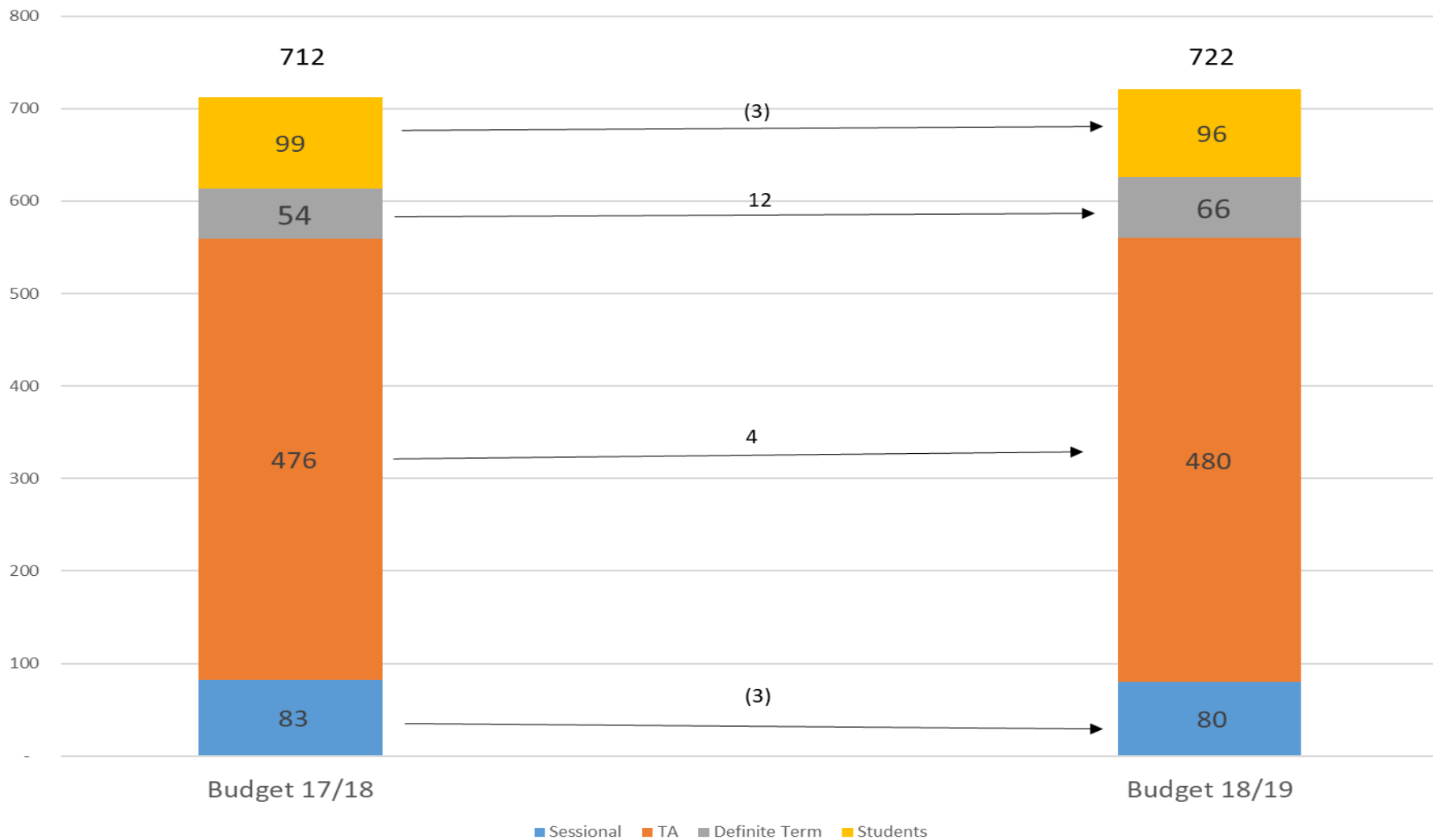


# Allocation of Human Resources



# Allocation of Human Resources

## Limited Term (FT and PT) FTE's



# Employment Benefits

## Full Time Continuing

in \$'000's	Budget 2017/18 FT Wages Excluding Benefits \$67,740		Forecast 2017/18 FT Wages Excluding Benefits \$64,153		Budget 2018/19 FT Wages Excluding Benefits \$72,157		
Description of Benefit	2017/18 Budget \$	2017/18 Budget %	2017/18 Fcst \$	2017/18 Fcst %	2018/19 %Benefit Change	2018/19 Budget %	2018/19 Budget \$
Health Care Spending Account and Life Insurance	\$837	1.2%	\$926	1.4%	0.2%	1.4%	\$1,042
Health and Dental	\$2,465	3.6%	\$2,181	3.4%	-0.5%	3.1%	\$2,237
Employer Employment Insurance	\$767	1.1%	\$675	1.1%	0.0%	1.1%	\$760
Employer Canada Pension Plan	\$1,794	2.6%	\$1,709	2.7%	0.1%	2.7%	\$1,922
Workers' Safety Insurance Board	\$143	0.2%	\$183	0.3%	0.1%	0.3%	\$206
Employer Health Tax	\$1,321	2.0%	\$1,250	1.9%	0.0%	2.0%	\$1,406
Employer Pension Expense	\$5,313	7.8%	\$4,945	7.7%	-0.1%	7.7%	\$5,562
<b>Total Fringe Benefit Costs for Full Time</b>	<b>\$12,641</b>	<b>18.50%</b>	<b>\$11,870</b>	<b>18.50%</b>	<b>-0.3%</b>	<b>18.20%</b>	<b>\$13,135</b>

# Employment Benefits

## Limited Term (FT and PT)

in \$'000's	Budget 2017/18 PT Wages Excluding Benefits \$18,070		Forecast 2017/18 PT Wages Excluding Benefits \$19,047		Budget 2018/19 PT Wages Excluding Benefits \$16,363		
Description of Benefit	2017/18 Budget \$	2017/18 Budget %	2017/18 Fcst \$	2017/18 Fcst %	2018/19 %Benefit Change	2018/19 Budget %	2018/19 Budget \$
Employer Employment Insurance	\$452	2.5%	\$417	2.2%	-0.3%	2.2%	\$359
Employer Canada Pension Plan	\$687	3.8%	\$754	4.0%	0.2%	4.0%	\$648
Workers' Safety Insurance Board	\$54	0.3%	\$76	0.4%	0.1%	0.4%	\$66
Employer Health Tax	\$343	1.9%	\$371	1.9%	0.0%	1.9%	\$319
Employer Pension Expense	\$108	0.6%	\$78	0.4%	-0.2%	0.4%	\$78
<b>Total Fringe Benefit Costs for Part Time</b>	<b>\$1,644</b>	<b>9.0%</b>	<b>\$1,698</b>	<b>8.9%</b>	<b>-0.1%</b>	<b>8.9%</b>	<b>\$1,469</b>

# Restricted Funds

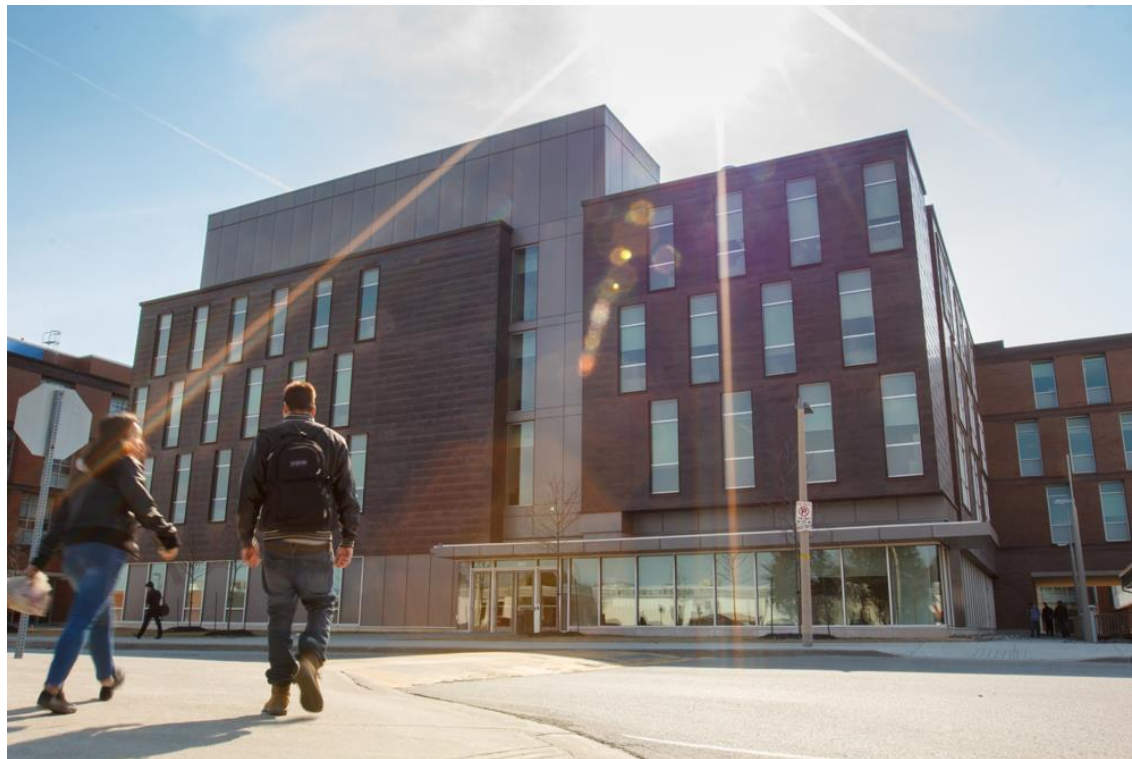
## Why include restricted funds in budget planning?

- 1. Provide stability from uncontrollable factors such as fluctuations in funding levels, or unforeseen economic factors**
- 2. Provide financing for one-time requirements without impacting current year's operations**
- 3. Allocate funds in support of "Carry Forward" amounts in Academic units**
- 4. Ensure adequate cash flows, and provide flexibility to manage debt levels to protect UOIT's financial position**
- 5. Provide for future liabilities**

# 2018-19 Estimated Internally Restricted Fund Schedule

<b>Internally Restricted Assets (\$'000)</b>	<b>2018 - 19 Draft Budget End Balance (\$'000)</b>	<b>2017-18 Forecast End Balance (\$'000)</b>	<b>2017 - 18 Budget End Balance (\$'000)</b>	<b>2016 - 17 Actual End Balance (\$'000)</b>
Research Related	\$4,700	\$4,900	\$4,500	\$4,972
Capital Related	\$14,900	\$12,400	\$6,200	\$14,666
Student Awards	\$1,000	\$1,000	\$500	\$1,000
Working Capital	\$6,000	\$6,000	\$6,000	\$6,000
Budget Carry Forward	\$440	\$850	\$700	\$1,604
Other	\$3,275	\$3,250	\$1,100	\$3,332
<b>Total Restricted</b>	<b>\$30,315</b>	<b>\$28,400</b>	<b>\$19,000</b>	<b>\$31,574</b>
<b>Change in Restricted</b>	<b>\$1,915</b>	<b>\$9,400</b>	<b>(\$12,574)</b>	

# Conclusion



- ▶ Next Steps
- ▶ Questions and Discussion

# Next Steps

- Draft budget presentation to Audit & Finance Committee April 26, 2018
- Budget recommendations to the Board of Governors May 9, 2018
- Budget presented to Academic Council June 19, 2018



# Questions/Discussion

- Are there any questions or comments?

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY  
 LONG-TERM FORECAST - 2018/19 to 2027/28 inclusive BASED ON Feb 2018 ENROLMENT PROJECTIONS

10 yr Forecast (in ' 000s)											
	SMA 2		SMA 3			SMA 4			SMA 5		
	18/19 Budget	19/20 Fcst	20/21 Fcst	21/22 Fcst	22/23 Fcst	23/24 Fcst	24/25 Fcst	25/26 Fcst	26/27 Fcst	27/28 Fcst	Total 10 yr (Feb 1 2018 enrolment projection)
<b>REVENUES</b>											
Core Operating Grant, excluding CN grant <i>Uncertainty in Growth Funding</i>	\$ 52,181	\$ 52,051	\$ 51,525	\$ 51,469	\$ 51,425	\$ 52,782 \$ (731)	\$ 52,769 \$ (717)	\$ 52,753 \$ (702)	\$ 54,864 \$ (2,812)	\$ 54,849 \$ (2,798)	\$ 526,668 \$ (7,760)
CN grant	\$ 4,637	\$ 5,379	\$ 5,426	\$ 5,755	\$ 5,788	\$ 5,807	\$ 5,832	\$ 5,861	\$ 5,891	\$ 5,921	\$ 56,297
Debenture Grant	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 135,000
Other Grants	\$ 9,668	\$ 9,856	\$ 9,658	\$ 9,658	\$ 9,658	\$ 9,658	\$ 9,658	\$ 9,658	\$ 9,658	\$ 9,658	\$ 96,787
Student Tuition Fees	\$ 83,992	\$ 89,174	\$ 94,169	\$ 100,062	\$ 105,848	\$ 110,320	\$ 114,419	\$ 119,275	\$ 123,671	\$ 129,618	\$ 1,070,549
Student Ancillary Fees	\$ 12,163	\$ 8,620	\$ 8,801	\$ 9,002	\$ 9,204	\$ 9,318	\$ 9,547	\$ 9,770	\$ 9,988	\$ 10,194	\$ 96,608
Revenues from Ancillary Operations	\$ 3,832	\$ 3,832	\$ 3,832	\$ 3,832	\$ 3,832	\$ 3,832	\$ 3,832	\$ 3,832	\$ 3,832	\$ 3,832	\$ 38,322
Donations*	\$ 726	\$ 726	\$ 726	\$ 726	\$ 726	\$ 726	\$ 726	\$ 726	\$ 726	\$ 726	\$ 7,255
Other Revenues	\$ 13,555	\$ 14,724	\$ 14,037	\$ 14,107	\$ 14,178	\$ 14,231	\$ 14,311	\$ 14,392	\$ 14,473	\$ 14,563	\$ 142,572
<b>Total Revenues</b>	<b>\$ 194,254</b>	<b>\$ 197,862</b>	<b>\$ 201,674</b>	<b>\$ 208,111</b>	<b>\$ 214,158</b>	<b>\$ 219,443</b>	<b>\$ 223,877</b>	<b>\$ 229,066</b>	<b>\$ 233,789</b>	<b>\$ 240,063</b>	<b>\$ 2,162,297</b>
<b>EXPENDITURES</b>											
FT Labour	\$ (94,970)	\$ (99,337)	\$ (103,311)	\$ (107,894)	\$ (112,557)	\$ (116,733)	\$ (120,907)	\$ (125,191)	\$ (129,310)	\$ (133,960)	\$ (1,144,170)
PT Labour	\$ (17,860)	\$ (16,955)	\$ (17,209)	\$ (17,592)	\$ (18,141)	\$ (18,900)	\$ (19,576)	\$ (20,425)	\$ (21,240)	\$ (22,014)	\$ (189,912)
Operating Expenses	\$ (74,111)	\$ (74,091)	\$ (74,052)	\$ (74,706)	\$ (75,672)	\$ (76,268)	\$ (76,353)	\$ (76,857)	\$ (77,364)	\$ (77,871)	\$ (757,345)
Capital Expenses	\$ (7,312)	\$ (5,610)	\$ (5,515)	\$ (5,506)	\$ (5,220)	\$ (5,307)	\$ (5,307)	\$ (5,307)	\$ (5,307)	\$ (5,307)	\$ (55,697)
<b>Approved Expenditures</b>	<b>\$ (194,254)</b>	<b>\$ (195,993)</b>	<b>\$ (200,087)</b>	<b>\$ (205,698)</b>	<b>\$ (211,590)</b>	<b>\$ (217,208)</b>	<b>\$ (222,142)</b>	<b>\$ (227,780)</b>	<b>\$ (233,220)</b>	<b>\$ (239,152)</b>	<b>\$ (2,147,124)</b>
<b>Budget Surplus/(Deficit)</b>	<b>\$ (0)</b>	<b>\$ 1,869</b>	<b>\$ 1,587</b>	<b>\$ 2,413</b>	<b>\$ 2,568</b>	<b>\$ 2,235</b>	<b>\$ 1,735</b>	<b>\$ 1,286</b>	<b>\$ 569</b>	<b>\$ 911</b>	<b>\$ 15,173</b>

\* Donations relate to expendable and interest portion of endowed funds that will be disbursed as awards and scholarships in the budget year. It does not include endowed principal and new capital campaign.



## COMMITTEE REPORT

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**SESSION:**

Public   
 Non-Public

**ACTION REQUESTED:**

Decision   
 Discussion/Direction   
 Information

**TO:** Audit & Finance Committee

**DATE:** April 26, 2018

**PRESENTED BY:** Brad Maclsaac

**SUBJECT:** 2019 – 2020 Tuition Fees

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**COMMITTEE/BOARD MANDATE:**

The committee is responsible for overseeing the financial affairs of the university including guiding the tuition fees set. Leadership is looking for approval on the proposed 2019-2020 tuition fees.

**BACKGROUND/CONTEXT & RATIONALE:**

The provincial government has established a tuition fee framework that expires in 2018. This framework regulates all publically funded programs and allows for tuition fee differentiation based on program and program year. As there has not been a release of a new framework the previous limits guide our 2019/20 tuition fee increases. If there are alterations, we will come back to the Board of Governors as required. The framework outlines that tuition fees may increase within specified limits over the current tuition fee while ensuring the overall tuition increase does not exceed 3.0%, excluding changes in enrolment.

Program Type	Maximum Allowable Annual Rate of Tuition Fee Increase
Arts & Science and Other UG Programs	3.0%
Professional and Graduate Programs	5.0%
Institutional Average Tuition Increase Cap	3.0%

Due to the changes with the Ontario Student Assistance Program (OSAP), we have begun setting tuition two years ahead of implementation. Setting tuition earlier helps support net offers that more accurately reflect actual tuition fees and ease implementation of net tuition practices at our institution.

Raising tuition is one way the university increases its revenue in order to deliver on its mission. As Bowen’s law states, “Universities will raise all the money they can, and spend all the money they raise.” The Ontario system is currently in a corridor funding system with the government. This corridor funding

system will provide UOIT the same amount of governmental grant funding for the duration of the SMA2 period (2017-2020). Therefore, increasing tuition has become a necessity for the sustainability of the institution, in order to help offset the increase in expenses that will be seen during this time.

Even with the increases in mind, UOIT normally below all domestic and international tuition rates when we look at direct comparisons within the system. This point is particularly important to UOIT as we know that >65% of our students participate in the OSAP program and our endowed awards and research funding are still not able to provide as much minimum funding support as desired. Increases in graduate tuition translates to the ability to create better funding packages for our students.

### **RESOURCES REQUIRED:**

N/A

### **IMPLICATIONS:**

The increases proposed in this document have been made after careful analysis of the provincial and national competitors. To decrease these amounts would translate into a decrease in the forecasted revenues used in the budget planning exercise. To increase the amounts could result in the loss of enrolments.

### **ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:**

The fees recommended will allow UOIT to continue to provide superior undergraduate and graduate programs.

### **ALTERNATIVES CONSIDERED:**

Various increases were considered and reviewed with respect to the system. The fees presented below allow UOIT to remain at or below system median fees for all programs and levels.

### **CONSULTATION:**

After a comparative review of fees charged by competing programs offered by universities in Ontario, we recommend increases as permitted by the latest framework in all programs as outlined in the accompanying appendix table.

### **COMPLIANCE WITH POLICY/LEGISLATION:**

The current fees are in compliance with the existing tuition fee framework. However, the Ministry has not yet released the framework and compliance measures for the 2019-2020 year. The current calculations are completed with the same process and assumptions as was set in 2018-2019.

### **NEXT STEPS:**

Wait for official tuition compliance measures to be released prior to finalizing all tuition fees. Update tuition within UOITs student information system and website, noting that changes may occur once Ministry sets framework.

### **MOTION FOR CONSIDERATION:**

*That the Audit and Finance Committee recommend the 2019-2020 tuition fees, as presented, for approval by the Board of Governors.*

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### **SUPPORTING REFERENCE MATERIALS:**

- Appendix 1: Comparison of current tuition fees across the system
- Appendix 2: Recommendations for UOIT 2019-2020 tuition fees

Undergraduate Domestic Tuition by Program

	Arts and Science	Business & Commerce	Computer Science	Education (excl AQs)	Engineering / Applied Science	Nursing
Alg	\$ 6,327	\$ 6,327	\$ 6,327	-	-	-
Bro	\$ 6,569	\$ 8,813	\$ 8,813	\$ 6,569	-	\$ 6,569
Car	\$ 6,546	\$ 8,131	\$ 9,669	-	\$ 11,136	-
Gue	\$ 6,571	\$ 9,006	\$ 9,006	-	\$ 12,175	-
Lak	\$ 6,456	\$ 7,588	\$ 6,456	\$ 6,753	\$ 8,150	\$ 6,456
Lau	\$ 6,473	\$ 7,867	\$ 7,867	\$ 6,473	\$ 8,538	\$ 6,473
McM	\$ 6,519	\$ 9,900	\$ 8,463	-	\$ 13,171	\$ 6,519
Nip	\$ 6,236	\$ 7,849	\$ 7,849	\$ 7,142	-	\$ 6,236
OCA	\$ 6,530	-	-	-	-	-
<b>UOIT</b>	<b>\$ 6,517</b>	<b>\$ 8,559</b>	<b>\$ 6,709</b>	<b>\$ 6,517</b>	<b>\$ 9,937</b>	<b>\$ 6,517</b>
Ott	\$ 6,568	\$ 7,982	\$ 8,737	\$ 6,568	\$ 9,970	\$ 6,568
Que	\$ 6,569	\$ 17,418	\$ 6,768	\$ 6,476	\$ 12,742	\$ 6,569
Rye	\$ 6,592	\$ 8,892	\$ 9,061	-	\$ 10,782	\$ 6,713
Tor	\$ 6,590	\$ 16,830	\$ 12,090	-	\$ 15,010	\$ 8,840
Tre	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600	-	\$ 6,600
Wat	\$ 6,612	\$ 16,542	\$ 13,620	-	\$ 14,784	-
Wes	\$ 6,528	\$ 26,750	\$ 6,528	\$ 7,844	\$ 13,011	\$ 6,528
WLU	\$ 6,536	\$ 9,151	\$ 6,792	\$ 8,685	-	-
Win	\$ 6,287	\$ 9,274	\$ 9,550	\$ 7,359	\$ 10,063	\$ 6,287
Yor	\$ 6,600	\$ 9,151	\$ 9,151	\$ 6,600	\$ 12,155	\$ 6,600
<b>Mean</b>	<b>\$ 6,511</b>	<b>\$ 10,665</b>	<b>\$ 8,424</b>	<b>\$ 6,965</b>	<b>\$ 11,545</b>	<b>\$ 6,677</b>
<b>Median</b>	<b>\$ 6,541</b>	<b>\$ 8,892</b>	<b>\$ 8,463</b>	<b>\$ 6,600</b>	<b>\$ 11,646</b>	<b>\$ 6,548</b>
<b>Min</b>	<b>\$ 6,236</b>	<b>\$ 6,327</b>	<b>\$ 6,327</b>	<b>\$ 6,473</b>	<b>\$ 8,150</b>	<b>\$ 6,236</b>
<b>Max</b>	<b>\$ 6,612</b>	<b>\$ 26,750</b>	<b>\$ 13,620</b>	<b>\$ 8,685</b>	<b>\$ 15,010</b>	<b>\$ 8,840</b>

Undergraduate International Tuition by Program

	Arts and Science	Business & Commerce	Computer Science	Education (excl AQs)	Engineering / Applied Science	Nursing
Alg	\$ 16,431	\$ 16,431	\$ 16,431	-	-	-
Bro	\$ 23,861	\$ 24,946	\$ 24,946	\$ 23,861	-	\$ 23,861
Car	\$ 24,040	\$ 25,758	\$ 29,215	-	\$ 30,002	-
Gue	\$ 20,840	\$ 23,645	\$ 22,060	-	\$ 27,014	-
Lak	\$ 21,525	\$ 24,150	\$ 21,525	\$ 21,525	\$ 24,150	\$ 21,525
Lau	\$ 22,241	\$ 22,241	\$ 22,241	\$ 22,241	\$ 27,445	\$ 22,241
McM	\$ 25,905	\$ 32,723	\$ 29,313	-	\$ 42,039	\$ 29,995
Nip	\$ 19,324	\$ 19,325	\$ 19,325	\$ 19,325	-	\$ 19,325
OCA	\$ 21,320	-	-	-	-	-
<b>UOIT</b>	<b>\$ 19,550</b>	<b>\$ 21,065</b>	<b>\$ 20,125</b>	<b>\$ 19,550</b>	<b>\$ 24,769</b>	<b>\$ 19,550</b>
Ott	\$ 27,343	\$ 33,557	\$ 31,516	\$ 26,832	\$ 39,854	\$ 32,470
Que	\$ 37,490	\$ 42,733	\$ 37,490	\$ 25,978	\$ 40,348	\$ 37,490
Rye	\$ 23,289	\$ 24,700	\$ 23,289	-	\$ 26,358	\$ 23,289
Tor	\$ 45,690	\$ 51,460	\$ 46,820	-	\$ 50,780	\$ 46,960
Tre	\$ 19,397	\$ 19,397	\$ 19,397	\$ 19,397	-	\$ 19,397
Wat	\$ 26,940	\$ 36,570	\$ 29,166	-	\$ 38,794	-
Wes	\$ 26,614	\$ 38,222	\$ 26,614	\$ 27,233	\$ 34,153	\$ 34,153
WLU	\$ 22,956	\$ 26,172	\$ 22,956	\$ 22,802	-	-
Win	\$ 22,500	\$ 24,500	\$ 23,200	\$ 26,250	\$ 26,250	\$ 26,250
Yor	\$ 23,664	\$ 25,725	\$ 25,011	\$ 23,664	\$ 23,664	\$ 23,664
<b>Mean</b>	<b>\$ 24,546</b>	<b>\$ 28,069</b>	<b>\$ 25,823</b>	<b>\$ 23,221</b>	<b>\$ 32,544</b>	<b>\$ 27,155</b>
<b>Median</b>	<b>\$ 23,122</b>	<b>\$ 24,946</b>	<b>\$ 23,289</b>	<b>\$ 23,233</b>	<b>\$ 28,724</b>	<b>\$ 23,763</b>
<b>Min</b>	<b>\$ 16,431</b>	<b>\$ 16,431</b>	<b>\$ 16,431</b>	<b>\$ 19,325</b>	<b>\$ 23,664</b>	<b>\$ 19,325</b>
<b>Max</b>	<b>\$ 45,690</b>	<b>\$ 51,460</b>	<b>\$ 46,820</b>	<b>\$ 27,233</b>	<b>\$ 50,780</b>	<b>\$ 46,960</b>

Graduate Domestic Tuition by Degree

	MA	MSc	MEd	MASc	MEng
Bro	\$ 9,008	\$ 9,008	\$ 11,011		-
Car	\$ 8,547	\$ 8,547	-	\$ 9,393	\$ 10,341
Gue	\$ 7,847	\$ 7,847	-		\$ 8,041
Lak	\$ 8,722	\$ 8,722	\$ 8,722		\$ 8,722
Lau	\$ 9,081	\$ 9,081	-	\$ 9,801	\$ 9,081
McM	\$ 7,008	\$ 7,008	-		-
Nip	\$ 9,176	\$ 9,176	\$ 9,156		-
OCA	\$ 10,839	-	-		-
<b>UOIT</b>	<b>\$ 8,338</b>	<b>\$ 8,338</b>	<b>\$ 8,586</b>	<b>\$ 9,651</b>	<b>\$ 9,651</b>
Ott	\$ 8,189	\$ 8,189	\$ 8,598	\$ 9,083	\$ 10,014
Que	\$ 6,414	\$ 6,414	\$ 6,414		\$ 8,655
Rye	\$ 10,044	\$ 9,059	-	\$ 9,059	\$ 10,044
Tor	\$ 10,440	\$ 10,440	\$ 16,140	\$ 10,440	\$ 21,255
Tre	\$ 8,728	\$ 8,728	\$ 9,389		-
Wat	\$ 7,452	\$ 7,452	-	\$ 7,452	\$ 8,784
Wes	\$ 6,991	\$ 6,991	\$ 11,511		\$ 11,511
WLU	\$ 8,657	\$ 8,657	-		-
Win	\$ 7,898	\$ 7,898	\$ 7,898	\$ 7,898	\$ 8,874
Yor	\$ 4,785	\$ 4,785	\$ 4,785	\$ 10,000	-
<b>Mean</b>	<b>\$ 8,324</b>	<b>\$ 8,130</b>	<b>\$ 9,292</b>	<b>\$ 9,198</b>	<b>\$ 10,414</b>
<b>Median</b>	<b>\$ 8,547</b>	<b>\$ 8,443</b>	<b>\$ 8,722</b>	<b>\$ 9,393</b>	<b>\$ 9,366</b>
<b>Min</b>	<b>\$ 4,785</b>	<b>\$ 4,785</b>	<b>\$ 4,785</b>	<b>\$ 7,452</b>	<b>\$ 8,041</b>
<b>Max</b>	<b>\$ 10,839</b>	<b>\$ 10,440</b>	<b>\$ 16,140</b>	<b>\$ 10,440</b>	<b>\$ 21,255</b>

Graduate International Tuition by Degree

	MA	MSc	MEd	MASc	MEng
Bro	\$ 23,504	\$ 23,504	\$ 24,042		-
Car	\$ 21,069	\$ 21,069	-	\$ 22,959	\$ 26,229
Gue	\$ 19,525	\$ 19,525	-		\$ 20,110
Lak	\$ 21,115	\$ 21,115	\$ 21,115		\$ 24,150
Lau	\$ 21,198	\$ 21,198	-	\$ 21,198	\$ 21,198
McM	\$ 17,096	\$ 17,096	-		-
Nip	\$ 18,350	\$ 18,350	\$ 18,350		-
OCA	\$ 27,275	-	-		-
<b>UOIT</b>	<b>\$ 18,061</b>	<b>\$ 18,061</b>	<b>\$ 9,168</b>	<b>\$ 21,284</b>	<b>\$ 21,284</b>
Ott	\$ 19,260	\$ 19,260	\$ 22,626	\$ 20,809	\$ 25,612
Que	\$ 12,927	\$ 12,927	\$ 12,927		\$ 19,492
Rye	\$ 20,303	\$ 20,303	-	\$ 21,996	\$ 21,966
Tor	\$ 32,340	\$ 32,340	\$ 48,885	\$ 32,340	\$ 76,170
Tre	\$ 18,569	\$ 18,569			-
Wat	\$ 19,914	\$ 19,914	-	\$ 19,914	\$ 26,106
Wes	\$ 17,694	\$ 17,694	\$ 28,730		\$ 28,730
WLU	\$ 19,465	\$ 19,465	-		-
Win	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 27,500
Yor	\$ 18,825	\$ 18,825	\$ 18,825	\$ 21,000	-
<b>Mean</b>	<b>\$ 20,394</b>	<b>\$ 20,012</b>	<b>\$ 22,567</b>	<b>\$ 22,500</b>	<b>\$ 28,212</b>
<b>Median</b>	<b>\$ 19,525</b>	<b>\$ 19,495</b>	<b>\$ 21,057</b>	<b>\$ 21,198</b>	<b>\$ 24,881</b>
<b>Min</b>	<b>\$ 12,927</b>	<b>\$ 12,927</b>	<b>\$ 9,168</b>	<b>\$ 19,914</b>	<b>\$ 19,492</b>
<b>Max</b>	<b>\$ 32,340</b>	<b>\$ 32,340</b>	<b>\$ 48,885</b>	<b>\$ 32,340</b>	<b>\$ 76,170</b>

**Appendix 2: Recommendations for UOIT 2019-2020 tuition fees****Undergraduate Domestic**

	2018-2019	2019-2020	Yr/Yr % Change
<b>BA, BAsC, BEd, BHSc, BSc &amp; Mgt , Diploma</b>			
First Year	\$6,647.56	\$6,846.98	3.0%
Second Year	\$6,618.22	\$6,753.92	1.6%
Third Year	\$6,585.14	\$6,724.10	1.6%
Fourth Year	\$6,578.64	\$6,690.50	1.6%
Fifth Year	\$6,572.22	\$6,683.88	1.6%
<b>BCom</b>			
First Year	\$8,986.98	\$9,436.32	5.0%
Second Year	\$8,944.18	\$9,346.44	4.0%
Third Year	\$8,901.60	\$9,301.94	4.0%
Fourth Year	\$8,892.82	\$9,257.66	4.0%
<b>BIT</b>			
First Year	\$10,034.66	\$10,335.68	3.0%
Second Year	\$10,024.92	\$10,285.52	2.5%
Third Year	\$10,015.20	\$10,275.54	2.5%
Fourth Year	\$9,990.88	\$10,265.58	2.5%
<b>BEng, BEng &amp; Mgmt</b>			
First Year	\$10,433.54	\$10,955.20	5.0%
Second Year	\$10,423.60	\$10,903.04	4.5%
Third Year	\$10,413.68	\$10,892.66	4.5%
Fourth Year	\$10,314.50	\$10,882.28	4.5%
Fifth Year	\$10,176.96	\$10,778.64	4.5%
<b>BSc, Computer Science</b>			
First Year	\$7,044.34	\$7,396.54	5.0%
Second Year	\$7,037.62	\$7,361.32	4.5%
Third Year	\$7,030.94	\$7,354.30	4.5%
Fourth Year	\$7,024.22	\$7,347.32	4.5%
Fifth Year	\$7,024.06	\$7,340.30	4.5%
<b>BScN</b>			
First Year	\$6,778.54	\$6,981.88	3.0%
Second Year	\$6,771.96	\$6,948.00	2.5%
Third Year	\$6,765.38	\$6,941.24	2.5%
Fourth Year	\$6,758.82	\$6,934.50	2.5%

## Undergraduate International

	2018-2019	2019-2020	Yr/Yr % Change
<b>BA, BAsC, BEd, BHSc, BSc &amp; Mgt, Diploma</b>			
First Year	\$19,940.96	\$20,539.18	3.0%
Second Year	\$19,853.00	\$20,260.00	1.6%
Third Year	\$19,753.72	\$20,170.64	1.6%
Fourth Year	\$19,734.26	\$20,069.76	1.6%
Fifth Year	\$19,734.52	\$20,050.00	1.6%
<b>BCom</b>			
First Year	\$22,118.62	\$23,224.54	5.0%
Second Year	\$22,013.30	\$23,003.36	4.0%
Third Year	\$21,929.44	\$22,893.82	4.0%
Fourth Year	\$21,907.82	\$22,806.60	4.0%
<b>BIT</b>			
First Year	\$23,091.20	\$23,783.92	3.0%
Second Year	\$23,068.80	\$23,668.48	2.5%
Third Year	\$23,046.40	\$23,645.52	2.5%
Fourth Year	\$22,990.46	\$23,622.56	2.5%
<b>BEng, BEng &amp; Mgmt</b>			
First Year	\$26,007.42	\$27,307.78	5.0%
Second Year	\$25,982.66	\$27,177.74	4.5%
Third Year	\$25,957.92	\$27,151.86	4.5%
Fourth Year	\$25,710.68	\$27,126.02	4.5%
Fifth Year	\$25,367.88	\$26,867.66	4.5%
<b>BSc, Computer Science</b>			
First Year	\$21,131.22	\$22,187.78	5.0%
Second Year	\$21,111.10	\$22,082.12	4.5%
Third Year	\$21,091.00	\$22,061.08	4.5%
Fourth Year	\$21,070.88	\$22,040.08	4.5%
Fifth Year	\$21,070.46	\$22,019.06	4.5%
<b>BScN</b>			
First Year	\$20,333.88	\$20,943.88	3.0%
Second Year	\$20,314.14	\$20,842.22	2.5%
Third Year	\$20,294.42	\$20,821.98	2.5%
Fourth Year	\$20,274.70	\$20,801.78	2.5%



**Graduate Domestic**Program Based

	2018-2019	2019-2020	Yr/Yr % Change
<b>MA (Crim), MHSc, MSc, PhD</b>			
All Years	\$8,421.46	\$8,505.66	1.0%
<b>MASc</b>			
All Years	\$9,844.38	\$9,844.38	0.0%
<b>MEng</b>			
All Years	\$9,844.38	\$10,336.58	5.0%
<b>Graduate Diploma</b>			
Diploma in Accounting	\$7,000.00	\$7,000.00	0.0%
Diploma in Nuclear Technology	\$6,562.92	\$6,891.06	5.0%
Diploma in Nuclear Design Engineering	\$6,562.92	\$6,891.06	5.0%
Diploma in Engineering Management	\$6,562.92	\$6,891.06	5.0%

Credit Based (per 3-credit course)

	2018-2019	2019-2020	Yr/Yr % Change
<b>MBA</b>			
All years	\$2,024.51	\$2,065.00	2.0%
<b>MEd, MA in Education</b>			
All years	\$1,751.63	\$1,786.66	2.0%
<b>Graduate Diploma</b>			
Education & Digital Technology	\$1,751.63	\$1,786.66	2.0%
Work Disability Prevention	\$1,751.63	\$1,786.66	2.0%
<b>MITS</b>			
First Year	\$1,397.25	\$1,425.19	2.0%
Upper Year	\$1,397.25	\$1,425.19	2.0%

**Graduate International**

Program Based

	2018-2019	2019-2020	Yr/Yr % Change
<b>MA (Crim), MHSc, MSc, PhD</b>			
All Years	\$18,421.78	\$18,790.20	2.0%
<b>MASc</b>			
All Years	\$21,709.26	\$21,709.26	0.0%
<b>MEng</b>			
All Years	\$21,709.26	\$22,794.72	5.0%
<b>Graduate Diploma</b>			
Diploma in Nuclear Technology	\$14,472.82	\$15,196.46	5.0%
Diploma in Nuclear Design Engineering	\$14,472.82	\$15,196.46	5.0%
Diploma in Engineering Management	\$14,472.82	\$15,196.46	5.0%

Credit Based (per 3-credit course)

	2018-2019	2019-2020	Yr/Yr % Change
<b>MBA</b>			
All years	\$3,462.29	\$3,531.53	2.0%
<b>MEd, MA in Education</b>			
All years	\$1,833.61	\$2,016.97	10.0%
<b>Graduate Diploma</b>			
Education & Digital Technology	\$1,833.61	\$2,016.97	10.0%
Work Disability Prevention	\$1,833.61	\$2,016.97	10.0%
<b>MITS</b>			
First Year	\$2,981.53	\$3,130.60	5.0%
Upper Year	\$2,981.53	\$3,130.60	5.0%

**English for Academic Purposes (EAP) program**

	2018	2019	Yr/Yr % Change
All Levels	\$ 2653	\$ 2732	3.0%



# COMMITTEE REPORT

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**SESSION:**

Public   
 Non-Public

**ACTION REQUESTED:**

Decision   
 Discussion/Direction   
 Information

**TO:** Audit & Finance Committee

**DATE:** April 26, 2018

**PRESENTED BY:** Brad MacIsaac

**SUBJECT:** 2019-2020 Ancillary Fees

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**COMMITTEE MANDATE:**

The committee is responsible for overseeing the financial affairs of the university including guiding the student related fees set.

We are bringing forward this item for discussion on direction in anticipation of a decision at the next A&F meeting along with tuition fee changes.

**BACKGROUND/CONTEXT & RATIONALE:**

Provincial policy requires that a negotiated Compulsory Ancillary Fees protocol exists between the board of governors of each university and their student association. The committee consists of three student and three administrative representatives. Under the terms of the current UOIT protocol, signed in 2010, the Board of Governors is required to approve the ancillary fees in the spring of each year. Fees under the Bank of Canada, Consumer Price Index average of 12 months do not require committee approval. This year' CPI is 1.8%.

From 2012-2016 UOIT did not increase any of our internal unit fees as we have the highest ancillary fees in the province and we have been watching this rate carefully. The categories that increased were only those mandated by outside vendors (ie health plans, UPASS) or offered in conjunction with Durham College (ie Campus Recreation and Wellness). The main reasons for this rate include: due to size we have not reached the economies of scale of some other institutions, we have two capital projects (~\$350) funded through student referendum and our dedication to providing Technology Enhanced Learning Environment to our students rather than having them go out and buy the materials independently. Last year and this year, we are proposing an increase of ~1.3%

**RESOURCES REQUIRED:** N/A

**IMPLICATIONS:**

Altering the fees will alter our ability to provide specific services.

**ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:**

The fees recommended will allow UOIT to continue to provide high quality undergraduate and graduate services and experiences to its students.

**ALTERNATIVES CONSIDERED:**

Each fee change was reviewed by the Ancillary fee Committee.

**CONSULTATION:**

A request for fees was sent out to all unit leads and UOIT Student Union in October. The committee met three times to evaluate and decide on changes.

**COMPLIANCE WITH POLICY/LEGISLATION:**

The increases are compliant with provincial policy and UOIT's ancillary fee protocol.

**NEXT STEPS:**

Update ancillary fees within UOITs student information system and website.

**MOTION FOR CONSIDERATION:**

Motion at next meeting will be for recommendation of the 2019-20 ancillary fees as presented:

	2018-19	2019-20	
<b>Compulsory Ancillary Fees</b>			<b>% Inc</b>
<b>Fees Paid on Per CH basis Charged to FT &amp; PT</b>	<b>Fee Per Yr</b>	<b>Fee Per Yr</b>	
Student Life <b>USSL</b>	251.55	256.08	1.8%
Health and Wellness <b>UHLW</b>	61.72	62.83	1.8%
Campus Health Centre <b>UHC</b>	35.75	35.75	
Infrastructure & Service Enhancements <b>UISE</b>	173.49	175.57	1.2%
Campus Access & Safety <b>UCAS</b>	139.97	139.97	
<b>Flat Fee Paid once per yr. Charged to FT &amp; PT</b>			
Technology-enriched Learning (FT) Gaming <b>ULAF</b>	853.87	879.49	3.0%
Technology-enriched Learning (FT) FEAS <b>ULAF</b>	729.79	766.28	5.0%
Technology-enriched Learning (FT) FESNS <b>ULAF</b>	729.79	755.33	3.5%
Technology-enriched Learning FSCI (FT) <b>ULSF</b>	180.13	180.13	0.0%
Technology-enriched Learning FHSc (FT) <b>ULSF</b>	156.30	157.86	1.0%
Technology-enriched Learning FBIT (FT) <b>ULSF</b>	146.67	151.07	3.0%
Technology-enriched Learning (FT) FSSH <b>ULSF</b>	126.88	130.69	3.0%
Technology-enriched Learning (FT) FEDU <b>ULSF</b>	189.20	194.88	3.0%
<b>Flat Fees Paid half Fall and half Winter. FT only</b>			
Athletics Complex Membership <b>UACM</b>	36.69	37.35	1.8%
Intramurals <b>UITN</b>	10.36	10.54	1.8%
Campus Recreation and Wellness <b>UEXP</b>	172.23	174.12	1.1%
Student Org. Fees <b>USOF</b>	169.36	172.41	1.8%
Varsity Fee <b>UVAR</b>	119.14	119.14	
Instructional Resource <b>UTIR</b>	112.96	114.99	1.8%
WUSC Student Sponsorship <b>UWUF</b>	2.70	2.70	
<b>Summary (not including TELE or program fees)</b>	<b>\$ 1,548</b>	<b>\$ 1,567</b>	<b>1.25%</b>

\* UPASS and Health Plan are under negotiations.

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**SUPPORTING REFERENCE MATERIALS:**

**Appendix A: 2017-18 Comparison (sorted by total tuition & ancillary)**

<b>UG Engineering</b>	Tuition Fees	Total Ancillary	Tuition & Ancillary	Ancillary w/o Tele
Toronto	\$14,300	\$1,546	\$15,846	\$1,546
Waterloo	\$14,080	\$932	\$15,012	\$932
McMaster	\$12,544	\$1,379	\$13,922	\$1,379
Western	\$12,392	\$1,350	\$13,742	\$1,350
Guelph	\$11,820	\$1,706	\$13,527	\$1,706
Queen's	\$12,264	\$1,236	\$13,500	\$1,236
York	\$12,155	\$1,178	\$13,333	\$1,178
UOIT <sup>2</sup>	\$9,464	\$2,461	\$11,924	\$1,753
Carleton	\$10,606	\$1,178	\$11,784	\$1,178
Ryerson	\$10,269	\$1,177	\$11,446	\$1,177
Windsor	\$9,584	\$1,103	\$10,686	\$1,103
Ottawa	\$9,495	\$1,175	\$10,670	\$1,175
Laurentian	\$8,132	\$1,011	\$9,143	\$1,011
Lakehead	\$7,762	\$1,090	\$8,852	\$1,090
Mean			\$12,385	\$1,272
Median			\$12,629	\$1,178



## COMMITTEE REPORT

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**SESSION:**

Public   
 Non-Public

**ACTION REQUESTED:**

Decision   
 Discussion/Direction   
 Information

Financial Impact  Yes  No

Included in Budget  Yes  No

**TO:** Audit & Finance Committee

**DATE:** April 19, 2018

**PRESENTED BY:** Olivia Petrie, Assistant Vice-President, Student Life

**SLT LEAD:** Robert Bailey, Provost and Vice President Academic

**SUBJECT:** Update on Sexual Violence Prevention and Support

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**BOARD MANDATE:**

This report provides data and measures that have been taken in 2017-18 related to sexual violence prevention and support at UOIT.

**BACKGROUND/CONTEXT & RATIONALE:**

Bill 132, Sections 17 (7) and (7.1) state that universities are to provide their Board of Governors with an annual report that contains the following information:

1. The number of times supports, services and accommodations relating to sexual violence were requested and obtained by students enrolled at the university, and information about the supports, services and accommodations.
2. Any initiatives and programs established by the university to promote awareness of the supports and services available to students.

3. The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints.
4. The implementation and effectiveness of the policy.

**ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:**

The data and strategies outlined in the report are aimed at advancing UOIT's commitment to maintaining a healthy and safe environment for work and study.

**CONSULTATION:**

Data and information for this report was provided by Student Mental Health Services, Office of Campus Safety and Student Engagement and Equity as these offices oversee the provision of support and programming related to the implementation of this policy.

In addition, at its first meeting in March 2018 the Advisory Committee on Student Sexual Violence Prevention and Support was provided an overview of the supports, services and accommodations as well as the programming to date, and their insights will serve to improve future efforts that will be enumerated in subsequent reports.

**COMPLIANCE WITH POLICY/LEGISLATION:**

In accordance with Bill 132, Section 17 (7) and (7.1), the following information is being provided for the Board's information:

**1. Supports, services and accommodations:**

- Support Workers, offered through UOIT's Student Mental Health Services, provide assistance and accommodations to students who have experienced sexual violence. In Winter 2017, following the establishment of the Student Sexual Violence Policy, three counsellors provided support for students at both campus locations. In addition, UOIT entered into a contract with Oshawa Psychological Services to provide additional on-site sexual violence support services three days per week through the winter and summer terms. In Fall of 2017, based on feedback from students, UOIT brought the all services in-house. To ensure that students who experienced sexual violence could be supported on a priority basis, two new mental health counsellor positions were created and the positions were filled in May and December 2017. All five counsellors who serve as Support Workers under the policy are trained in trauma-informed therapy and have experience working with survivors of sexual assault.
- From May 1, 2017 to April 12 2018, 63 disclosures were received by the Support Workers from students who have experienced sexual violence, including recent incidents that may have occurred on or off campus, and those having occurred historically or during childhood.

- All students received additional support and accommodations, including the coordination of any or all of the following:
  - Academic accommodations (23 students)
  - Housing accommodations (2 students),
  - Other forms of support, such as referrals to community supports, other campus services, or advocacy groups (51 students)
- Within the institution, the following offices were consulted: Student Accessibility Services, Campus Safety, Legal Counsel, the Campus Living Centre, International Education, Human Resources and a number of academic advisors and Deans.

## 2. Awareness and programming

Efforts to raise awareness and educate students about the policy, supports and services have been dynamic and multi-faceted. In 2017-18, sexual violence awareness raising and prevention programming included the following:

- **First Year Me** – As part of the September Orientation events, students attend a theatrical production at the Regent Theatre that leads students through the fictional lives of seven students who are beginning their first year at UOIT. The play focusses on the social aspects of being a university student, including dating and relationships, partying, academics and studying and sexual violence. A de-brief after the play focuses in identifying the sexual violence supports that are available to UOIT students, recognizing by-stander intervention behaviours as they relate to sexual violence, identifying victim blaming and supportive responses to disclosures of sexual violence, observing how consent relates to everyday life and to sexual activity, and recognizing the many aspect that contribute to the existence of rape culture. The play is presented twice during Orientation and is attended by 1200-1500 first year students each year.
- **Pledge** – Each January, members of the university community are invited to participate in a pledge campaign where participants complete a card on which they pledged what part they will play in preventing and eliminating sexual violence from our community. These cards are then put on display to contribute to a campus culture that challenges sexual violence in our community. Since its inception in January 2016, 2300 pledges have been made by students, faculty and staff, including 500 in January 2018.
- **RISE: Sexual Violence Prevention** – In 2017-18, 237 Student Ambassadors participated in the main RISE session and 23 students participated in the supplementary RISE session on Sexual Violence. The RISE program is a series of workshops focusing on the development of by-stander intervention strategies facilitated by their peers. All student ambassadors are required to complete the general RISE session designed to provide them with tools to intervene, prevent and address individual discrimination and harassment in their roles as leaders. The supplementary workshop focuses specifically on gender-based violence and sexual violence, how to prevent and respond to sexual violence in our community.



- **Sexual Violence Climate Survey** – In February and March 2018, UOIT participated in a survey of sexual violence that was conducted at all post-secondary institutions across Ontario. This survey was mandated by MAESD and it is designed to gather information about student sexual violence and to help PSEs get a clearer and more comprehensive understanding of sexual violence and the experiences, needs and concerns of our students. The survey was subject to full review by UOIT’s Research Ethics Board and received approval on January 23, 2018. At the close of the survey, 2,758 UOIT students completed the survey, with a response rate of 30.5% compared to the system average of 26.1%. A link to the survey instrument is provided in the reference section.
- **Disclosure Training** – 112 peer leaders participated in Disclosure Training in 2017-18, a 90-minute workshop focusing on responding to disclosures of sexual violence. These trainings help students develop effective and supportive responses to those who disclose or report on having experienced sexual violence, and how to provide support and intervention from that point forward.
- **Website, Handbills, Pens and Other Information Resources** – A new website was created to provide information and resources for students who have experienced sexual violence, and individuals who may be supporting someone who has experienced sexual violence. The site provides information on resources on and off campus, how to provide a supportive response, links to the policy and other resources. In addition, 3000 scroll pens were distributed with a pull-out that provides suggestions of supportive responses and to identify victim-blaming responses. Further, 300 handbills were also distributed across campus to provide suggestions and directions how to receive a disclosure of sexual violence and where to refer students who need help.
- **Student Sexual Violence Prevention Summit** – On October 26, 2017, 50 students participated in a day-long summit, with speakers and workshops on issues related to sexual violence. The agenda included a keynote presentation by Yamikani Msosa from the Sexual Violence Support and Education Office at Ryerson University, a discussion on healthy relationships led by Lynn Cohen, Counsellor and Public Education Coordinator at the Durham Rape Crisis Centre, consultation on future sexual violence prevention initiatives at the university, as well as disclosure training and a RISE training session on sexual violence. Through the event, participants learned the importance of empathy when working on sexual violence prevention initiatives, identified characteristics of health and unhealthy intimate relationships, and provided feedback on current prevention initiatives on campus.
- **Self Defense Classes** – 68 students participated in self defense classes that were offered throughout the year on a drop in basis.

### 3. Reported incidents and complaints

- Of the 63 disclosures that were reported to the Support Workers, three were filed as complaints through the formal university procedure, and one was reported to the Durham Regional Police. (Not included in these numbers are any complaints that may have been brought forward at Durham College against a UOIT student as a

result of our shared campus environment - these are reported by Durham College. These numbers also do not include any incidents that may have occurred but were not formally reported.).

- 16 of the incidents were classified as current or recent (having occurred in the last 12 months); the remaining 47 were classified as historical, with 30 having occurred during childhood.
- 41 of the incidents involved sexual assault (ranging from unwanted sexual contact to rape); 28 of the incidents involved verbal sexual harassment or threatening behaviour; some involved both sexual assault and verbal assault or threatening behaviour.
- 24 of the incidents were perpetrated by romantic partners; 22 were perpetrated by friends or neighbours; 18 were perpetrated by family members; and 2 were perpetrated by persons unknown to the complainant, with some students disclosing more than one incident.
- 56 of the incidents occurred off campus; 7 incidents occurred both on and off campus (i.e., there were multiple incidents) – 4 of these were incidents of sexual assault and 3 were incidents of harassment.

#### **4. The implementation and effectiveness of the policy**

To provide oversight in this area, UOIT established an Advisory Committee on Student Sexual Violence Prevention and Support in March 2018. The Committee, comprised of students, faculty and staff from across the university, is mandated to ensure that the University's policies on sexual violence, and the support services, programming and training that sustain these policies, are reviewed on a regular basis and continuously improved upon. Going forward the Committee will also draft an annual report highlighting data related to the implementation of the policy and make recommendations to the Provost or delegate, where appropriate.

The Committee undertook an initial review of the policy during the months of March and April following the close of the MAESD survey. The initial consultations were to provide an important opportunity to hear from students about their expectations of such a policy and the ways in which it is and is not working.

To this end, the Committee elicited feedback from students and other members of the community through:

- Suggestions and comments submitted to the Committee's email account: [ssvadvisory@uoit.ca](mailto:ssvadvisory@uoit.ca).
- Two open forums hosted by the student members of the Advisory Committee on April 3 and 5, 2018

- Roundtable meetings with students in late April to review and discuss the policy in detail

Based on this feedback, the Committee will determine next steps in the policy review, which may include ongoing consultations with students, in person meetings with individuals and groups, and broad review of resulting policy revisions.

#### **NEXT STEPS:**

The Advisory Committee on Student Sexual Violence Prevention and Support will continue its work in reviewing the policy and providing guidance to the university on its efforts to oppose and eliminate sexual violence and harassment at UOIT.

The resulting revisions to the policy and any further recommendations arising out of the Advisory Committee's review will be brought forward in due course.

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#### **SUPPORTING REFERENCE MATERIALS:**

- Advisory Committee on Student Sexual Violence Prevention and Support – Terms of Reference
- Policy on Sexual Violence for Students and Procedures for Responding to Incidents of Sexual Violence (December 2016) <https://usgc.uoit.ca/policy/policy-library/policies/legal,-compliance-and-governance/policy-on-sexual-violence-for-students-and-procedures-for-responding-to-incidents-of-sexual-violence.php>
- Student Voices on Sexual Violence – Climate Survey Demo <https://www.info-sv-vs.ca/en/Demo>



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## **UOIT ADVISORY COMMITTEE ON STUDENT SEXUAL VIOLENCE PREVENTION AND SUPPORT**

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### **1. PURPOSE**

The University of Ontario Institute of Technology (UOIT) is committed to maintaining a healthy and safe environment for teaching, learning, research and work. To this end, the Advisory Committee on Student Sexual Violence Prevention and Support provides guidance to the University on its efforts to oppose and eliminate all forms of violence on the UOIT campus, with particular emphasis on eliminating sexual violence and harassment.

In accordance with Bill 132, the Sexual Violence and Harassment Action Plan Act set out by the Ministry of Advanced Education and Skills Development, the University through this Advisory Committee undertakes to ensure that its policies on sexual violence, and the support services, programming and training that sustain these policies, are reviewed on a regular basis and continuously improved upon. Consistent with the terms of the MAESD Action Plan, the Advisory Committee includes students from across the campus to ensure that student input is considered each time the policy is reviewed or amended.

### **2. TERMS OF REFERENCE**

The UOIT Advisory Committee on Student Sexual Violence Prevention and Support provides advice and guidance to the Provost on the University's efforts to oppose sexual violence among students on campus. The mandate of the committee includes:

- (a) Reviewing and recommending revisions to university policies on student sexual violence as needed;
- (b) Advising on training programs for development and delivery to staff, faculty, students, senior administrators, and the UOIT Board of Governors. This training will include UOIT's process for responding to and addressing disclosures and complaints;
- (c) Identifying updates to supports, services and online content;
- (d) Evaluating the efficacy of programming, activities, and processes related to help-seeking behaviours and advising on changes, where necessary;
- (e) Overseeing the implementation of a survey of students or other UOIT members, as required, relating to the effectiveness of university policies on sexual violence;
- (f) Drafting an annual report highlighting data related to measures listed above in this section and making recommendations to the Provost or delegate; and
- (g) Preparing a written annual review to the Office of the Provost and Vice-President Academic detailing recommended changes to the Student Sexual Violence Policy and related procedures.

### **3. MEMBERSHIP**

The members of the Advisory Committee on Student Sexual Violence Education, Prevention and Support will include:

- Two UOIT Faculty Members appointed by the Provost (one to serve as the Chair)
- President, UOIT Student Union or delegate
- Four UOIT students appointed by the AVP Student Life
- An academic advisor
- Two representatives from Student Life
- UOIT Assistant Vice-President, Student Life or delegate

Every effort will be made to ensure that the membership draws on the university's expertise in the area of sexual violence, and that it also reflects a broad diversity of experience across the academic programs.

Members serve on a voluntary basis for a two-year term for staff and a one-year term for students with the possibility of renewal for an additional term.

The Committee will be supported by the Manager, Student Engagement and Equity and the Executive Assistant, Student Life.

### **4. MEETINGS**

The Committee will meet at least three times per academic year; however, additional meetings may be required.