

# **Report of the Project Planning Committee for the Senior Scholar/Retiree Centre St. George Campus**

March 2008

The *Agreement between the Governing Council of the University of Toronto and the University of Toronto Faculty Association on Retirement Matters* was approved by Governing Council on April 13, 2005. The *Statement of Commitment to Retired Faculty and Librarians* includes the commitment to establish Senior Scholars/Retiree Centres on all three campuses subject to the identification of appropriate space, resources for development and operation, and the approval of Governing Council. These Centres will develop and administer a range of programs and facilities to support retired Faculty Members and Librarians in continuing their intellectual activities and to retain their connection with the University.

In addition to its terms of reference, the Project Planning Committee's discussions were guided by the *Agreement between the Governing Council of the University of Toronto and the University of Toronto Faculty Association on Retirement Matters* approved by Governing Council on April 13, 2005 and the *Statement of Commitment to Retired Faculty and Librarians*, approved by Governing Council on June 29<sup>th</sup> 2005. These documents affirm the University's commitment to the establishment of Senior Scholars / Retiree Centres on all three campuses. The Centres will provide a range of programmes and facilities to support retired faculty and librarians in continuing their participation in the intellectual and social life of the University and their contributions to the University's mission.

## **Committee membership**

Professor Edith Hillan Vice Provost Academic (co-chair)  
Ms Elizabeth Sisam, Assistant Vice President Campus and Facilities Planning (co-chair)  
Dr Sara-Jane Finlay, Director, Academic Human Resources  
Professor David Cook, Principal, Victoria College  
Professor Brian Corman, Chair, Department of English, Faculty of Arts & Science  
Professor Esme Fuller-Thomson, Faculty of Social Work  
Professor Wayne Hindmarsh, Faculty of Pharmacy  
Ms Leanne Pepper, Manager, Faculty Club  
Professor Tom Alloway, UTM, VP (Salaries, Benefits & Pensions) UTFA  
Professor Douglas Creelman, President RALUT  
Professor Lino Grima, RALUT Executive Member  
Professor Allan Jacobs, Retired faculty member UTSC  
Professor Peter Russell, Executive Member RALUT, Council Member UTFA  
David Bateman, Treasurer, Graduate Student Union (until December 2007)  
Sara Suliman, Incoming VP External, Graduate Student Union (from January 2008)

## Terms of Reference

1. To recommend the most appropriate model for Senior Scholar/Retiree Centres at the University of Toronto.
2. To recommend an appropriate management and reporting structure for the Centres.
3. Recommend the range of functions and facilities to be provided.
4. Recommend space programs to accommodate Senior Scholar/Retiree Centres on each of the University's three campuses that are in compliance with the Council of Ontario Universities and the University of Toronto's space standards.
5. Provide a Total Project Cost estimate to include all equipment and furnishings for each Centre.
6. Identify the operating costs, including building maintenance and operations, and support services required for each Centre.
7. Identify the source of funding for capital improvements and to support the ongoing activities of the Centres.

## Guiding Principles

1. Requests for the allocation of resources for retired faculty will be considered in accordance with existing policies and in the context of balancing competing needs, giving priority to the University's objectives as outlined in its strategic plans.
2. The provision of office space will comply with the *Policy on Assignment and Usage of Academic Offices*.

The Project Planning Committee for the Senior Scholar/Retiree Centre for the St. George Campus met on ten occasions. The time-frame for the Committee's work was unavoidably delayed by some uncertainties around potential space for the centre on the St George campus.

## Introduction

The *Statement of Commitment to Retired Faculty and Librarians* contains a Statement of Principle which recognises that the University is a community where resources are scarce and demand for these resources is very high and that the University will be guided by the principles espoused in its Statement of Institutional Purpose to be "an internationally significant research university with undergraduate, graduate and professional programs of excellent quality". Requests for allocation of resources for retired faculty will be considered in accordance with existing policies and in the context of balancing competing needs, giving priority to the University's objectives as outlined in its strategic plans.

Retired faculty members and librarians should have reasonable access to shared office space at the University (in accordance with the University's space standards and the *Policy on Assignment and Usage of Academic Offices*). Such access should include facilities to receive mail and email at a University address, access to a computer connected to the University network, and access to lockable space in which to store files and other personal property. Ideally, these facilities should be in or near the retired faculty member's or librarian's department or college. When space in the department or college is not available, these facilities should be provided in an appropriately equipped and staffed Senior Scholar/Emeritus Centre located on the retired faculty member's or librarian's campus.

## **Background Information:**

### **Current Retiree Support at the University of Toronto**

The Retired Academics and Librarians at the University of Toronto (RALUT) is an association of retired faculty and librarians at the University. While it has strong ties to the University of Toronto Faculty Association (UTFA), it is not part of UTFA. At the same time, not all retired faculty and librarians are members of RALUT. RALUT lobbies for the welfare of retired faculty and librarians. Its 700 members pay a \$50 membership (which decreases with age) and estimates that approximately 1000 retired faculty and librarians maintain an active link with the University. Their members have a variety of involvements with the University such as teaching, research and publishing, mentoring and community service. RALUT currently has office space in 256 McCaul St. with an office for a part-time secretary and a meeting room which is used by a number of committees (including Benefits & Pensions, Programs, etc.). A number of social events are held each year (e.g. monthly luncheons at the Faculty Club, outings to the Art Gallery of Ontario) and a bursary is provided for an undergraduate student. An executive committee consisting of the President, Honorary President, Past President, two Vice Presidents, Secretary, and Treasurer, the chairs of the committees, and representatives of the membership oversees and regularises the operation of the organisation. They are supporters of the Prime Mentors of Canada which is a program that matches at-risk creative children in the Toronto school system.. They have also established and maintain a number of national and international links (full details are available at [www.ralut.utoronto.ca](http://www.ralut.utoronto.ca)). A survey conducted by RALUT revealed that there is considerable inconsistency of access for retired faculty and librarians to facilities and services across the University. In some areas the facilities provided are under-utilised, although this may be an indication of the unsuitability of the spaces (e.g. too small, too cramped, and not private).

### **Summary Discussions**

In considering the most appropriate model for the Senior Scholar/Retiree Centres proposed at the University of Toronto, the Project Planning Committee examined the experience of several US universities in establishing retiree centres. In particular, the University of California with its multi-campus system, offers a strong model for the University of Toronto. It was recognised by the Project Planning Committee that there would be considerable interest from other universities in Canada about the establishment of these Centres at the University of Toronto. Drawing on these models the Project Planning Committee developed a Vision and Mission Statement for the Centres. These are detailed in Section 1 below.

The use of an exit interview/questionnaire was also discussed as an important means for Chairs to discuss with retirees their ongoing involvement with the University. A draft was proposed by members from RALUT which could be used in conjunction with the exit questionnaire which is being considered by the Office of the Vice President and Provost. It was suggested that these should be consistent with the questions used for the broader University of Toronto Faculty and Staff Experience Survey (UTFSES) which was conducted in October 2006.

## **1. Mission and Vision of the Senior Scholar/Retiree Centres**

### **Vision**

Through its Senior Scholars Centres, the University of Toronto is committed to welcoming and encouraging the participation of retired faculty and librarians in the intellectual and social life of the University community across all three campuses. It recognises that many retired faculty and librarians remain vitally engaged in university life by continuing to contribute their knowledge and experience to the University's principle to be an internationally significant research and teaching university. The vision of the Senior Scholars Centre is:-

- To develop programs and services which provide information, support and enhance opportunities for retired faculty and librarians to contribute to the life of the University;
- To facilitate the contribution of retired faculty members and librarians to the mission of the University;
- To facilitate and encourage retirees' involvement and contributions to the larger community beyond the University; and
- To encourage their talents as an ongoing resource to enrich the broader University community.

### **Mission Statement**

The University of Toronto Senior Scholars Centres will develop services, facilitate participation and encourage the talents of retired faculty and librarians to enrich the broader University community and assist in the fulfilment of the University's mission.

## **2. Contribution of the Senior Scholar/Retiree Centre to the Academic Mission of the University of Toronto**

Many retirees continue their involvement with the University following retirement; the Senior Scholar/Retiree Centre will provide a focus for this involvement. Retirees may supervise graduate students, teach courses, and participate in other ways such as chairing PhD examinations, mentoring new faculty, and serving on committees. A recent survey of members of Retired Academics and Librarians of the University of Toronto (RALUT) which elicited a 90% response rate, showed that more than half of the respondents continued their participation in these types of University activities.

Many retirees continue with their scholarly activities after retirement and may hold grants and continue to publish books, papers and make contributions to scholarly debates and learned societies. In such activities, retirees continue to show their affiliation to the University which enhances the reputation of the University of Toronto. RALUT has sponsored two full-day multidisciplinary symposia presenting the scholarly work of retirees in 2006 and 2007. These symposia have become an annual event and in the future will be one of the activities of the Senior Scholars College that will operate out of the centre. The Senior Scholar/Retiree Centre will provide a place for this kind of interaction which enhances and enriches the intellectual life of the University. Many retirees are

also involved in activities through the University which reach out to the larger Toronto community. Retirees may act as ambassadors for the University at educational/recruitment fairs, or volunteer at important events such as convocation.

The Senior Scholar/Retiree Centre will recognize the past and ongoing contributions of retirees to the University of Toronto. It will also co-ordinate and mobilize further contributions to the University and to the larger community. Current faculty and librarians will be able to look forward to the Centre providing an ongoing meaningful post-retirement connection with the University through its visible presence and activities.

### **3. Functions and Facilities**

The functions and facilities at retiree centres across the US vary widely. Some function as independent units, others are connected to the university (association models) and some are direct university units. Currently, two offices have been assigned at 256 McCaul Street to accommodate RALUT, and Prime Mentors of Canada. The balance of space available to retired faculty and librarians is located within their home departments or libraries on an as-available basis. The accommodation provided varies widely across the campuses. Sections 3.1 and 3.2 outline the proposed functions and facilities for the new Centre.

#### **3.1 Proposed Functions**

The Committee has identified the following activities and functions that may be accommodated in the Senior Scholars Centre:

- Support for the continued involvement of retired faculty and librarians who work towards the University's mission and commitment to the student experience.
- Pensions and benefits counselling
- Liaison with Centre for Community Partnerships to co-ordinate community outreach.
- Scheduled visits from Research Services, Information Commons, Library Services, etc.
- Academic and social program

#### **3.2 Proposed Facilities**

The activities proposed for the Scholars Centre require dedicated space for the senior staff person and reception areas where members can meet together or work individually. The space program below identifies a total of 115 net assignable square metres (nasm) that would be assigned to the Centre. In addition, classrooms and seminar rooms can be booked through the Office of Space Management for symposia, lectures and seminars.

The Project Planning Committee recommends that the St. George centre should provide the following dedicated space:-

<ul style="list-style-type: none"> <li>• Office space for the Centre’s senior staff person which could be partitioned and used for meetings and counselling</li> <li>• A reception area</li> <li>• Waiting area</li> <li>• Carrels</li> <li>• Lockable units</li> <li>• Kitchen or refreshment area</li> <li>• Office space for RALUT</li> </ul>	<p>26 nasm</p> <p>8 nasm</p> <p>5 nasm</p> <p>32 nasm</p> <p>8 nasm</p> <p>10 nasm</p> <p>26 nasm</p>
<b>Total</b>	<b>115 nasm</b>
Access to bookable meeting space. A variety of options are possible across the University, which can be scheduled through the Office of Space Management	

The Committee explored a variety of options that could be available on the St. George Campus, including space at New College, Hart House, the Faculty Club and 256 McCaul. Of these options, 256 McCaul can provide the necessary accessible space and can provide bookable meeting space to which the Centre can have priority access.

As mentioned previously, the St. George Centre is the first of the three Centres planned for the University. A phased approach will be used to provide space for the Centres at UTM and UTSC. Project Planning Committees will be struck to begin planning for these centres and will make recommendations taking into account demonstrated utilisation and the identification of funding plans for integrated space including administrative office space, meeting rooms, refreshment facilities and work areas for a larger number of retirees could be developed across the three campuses.

#### 4. Management and Reporting Structures

Glazer et al (2005) identified a number of characteristics of successful centres including:

1. the involvement of top university executives in their creation,
2. affiliation with academic administration,
3. a reporting line to the top academic officer,
4. sufficient funding to support a professional and administrative team, and
5. enough resources to successfully communicate with an off-campus constituency.

They outline three different organizational structures which are to be found among existing retiree centres in the US. The committee considered the different approaches and recommends that the model adopted by universities such as Berkeley, USC, University of Washington and UCLA which establishes the Centre as an independent unit of the university with a reporting relationship to senior administration be adopted. In this model, there are a range of funding structures including contributions from the main budget, foundation grants, corporate sponsorship, fundraising and membership fees.

#### **4.1 Governance and Accountability**

Accountability to Governing Council for the Senior Scholars Centre will be through the Office of the Vice President and Provost as outlined in Appendix A.

#### **Composition of the Board**

The committee recommends that the Board be composed as follows:-

- Representatives (2) of the Office of the Vice President and Provost (one to act as Chair)
- Representative of the University of Toronto Faculty Association (UTFA)
- Representative of the Retired Academics and Librarians at the University of Toronto (RALUT)
- Retired University of Toronto faculty members (x 2)
- Retired University of Toronto librarian
- Active University of Toronto faculty member / librarian (x 2)

#### **Terms of Office and Vacancies**

The committee recommends that the term of appointed members initially be for one or two years (staggered). In subsequent years, the term will be for two years, renewable once. Consecutive terms of service shall not normally exceed four years. Terms shall begin on the 1<sup>st</sup> July and any nominations for vacancies must be made no later than the 30<sup>th</sup> day of June in each year. Nominations for the last four categories of board members listed above will be reviewed jointly by the University Administration and UTFA.

#### **Responsibilities of the Board**

At a minimum the Board will meet quarterly throughout the year. It is recommended that the responsibilities of the Board include:-

- development of the strategic direction and plan for the Centre which will be implemented by the senior staff person
- on a regular basis to review and provide advice on the strategic plan and priorities of the Centre
- monitor the performance of the management of the Centre in relation to the strategic direction and approved policies and plans
- advise on the administration of the Centre including the development of job descriptions and final approval of all appointments
- engage in public relations, marketing and external relations on behalf of the Centre
- assist in raising funds for the Centre in accordance with University policy
- advise on the operating budget for the centre
- review the annual financial statements of the Centre and monitor its financial operations and condition



## **Review**

It will be the responsibility of the Board of Management to initiate and undertake a review of the Centre every five years. The review process should include assessments by both internal and external assessors of the following aspects.

- Consistency of policies and programs with the stated mission of the Centre
- Demand for the services provided by the Centre
- Quality of the services and programs provided by the Centre
- The scope and nature of the Centre's relationship with other units at the University of Toronto
- The scope and nature of the Centre's relationship with external organisations and the broader community
- The appropriateness and effectiveness of the organisational and financial structure

An interim review should be conducted after the Centre has been in operation for 3 years to ensure that the Centre is fulfilling its proposed functions.

## **4.2 Management Structure**

Appendix A provides details of the recommended management structure of the Senior Scholars Centre. The senior staff person will be appointed according to University policy and procedures. S/he will report to the Office of the Vice President and Provost who will undertake normal supervisory administrative responsibilities, including performance reviews, salary determination, expense report authorizations and the implementation of applicable University policies and procedures. The senior staff person will not be a member of the Board. S/he shall be responsible for implementation of the strategic plan, programming, and financial management of the Centre including:

- The development, co-ordination and supervision of the programs, activities and events of the centre
- The establishment of connections and communications with all parts of the University community, and with the community beyond
- Close liaison with the Board in initiating and implementing projects in the Centre
- Oversight of the financial affairs of the Centre
- Scheduling of rooms for meetings
- Communicating with members
- Supervising and organizing retiree volunteers who will assist with reception duties, office tasks and special projects.

## **5. Resource Implications**

### **5.1 Total Project Cost Estimate**

Renovation of space to accommodate the proposed space program recommended by the Project Planning Committee on the 4<sup>th</sup> floor of 256 McCaul St is estimated to cost approximately \$415,000. Approvals will be obtained through the Accommodation and



Facilities Directorate in accordance with the Policy for Implementation of Capital Projects for Projects under \$2 million, see Table 1 below:

**Project Title: Senior Scholar's Centre at 256 McCaul.**

**TABLE 1: Total Project Cost Estimates**

Items	Project Planning Report	notes
Construction Cost	250,000	for renovations to 145 sq M. see scope
Construction Contingency	37,500	
Applicable GST	5,693	
<b>Total estimated construction costs, incl taxes &amp; contingency</b>	<b>\$293,193</b>	
Site Services, new	0	assumes no major increase to electrical service requirements
Infrastructure Upgrades in Sector	na	
Secondary Effects	na	assumed none
Landscaping	0	
Permits & Insurance	1,000	
Professional Fees	52,243	architect plus project management & misc.
Computer Wiring & Telephone Terminations	3,000	
Moving & Staging	0	
Furnishings & Equipment	44,000	Board room, office, cubicle, reception, 8 carrels, kitchenette.
Miscellaneous Costs [signage, security..]	5,000	
Project contingency	11,565	
Donor Recognition	5,000	
Finance Costs	0	Funded as necessary to avoid interest costs.
<b>Total Project Cost Estimate GST included</b>	<b>\$415,000</b>	

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18th Dec 2007

Scope of renovations includes 2 rooms: room 412 and room 417 at 256 McCaul, total 145 Sq M or 1,550 sq ft  
 Minor demolition and removal of VAT where found, new floor finish, carpet, partial dropped ceiling (550 sq ft), the balance being exposed deck, painted. Minor new partitioning, paint finish, small kitchenette in existing location. For cooling - 2 new split systems, 1 for each area. Heating as is at present. Revised electrical, data, and new lighting throughout. Both areas are newly furnished, but there is no allowance for equipment.

## 5.2 Operating Costs

Core funding for a 0.5 FTE Senior Staff person to carry out the duties and responsibilities outlined in section 4.2 will be provided through the Office of the Vice-President and Provost. In-kind services will be provided by Research Services, Pensions & Benefits,

Information Commons etc. The Board of Management of the Senior Scholars Centre will develop a strategic plan to provide additional funding to support centre activities and operations, and opportunities for development.

### Senior Scholar/Retiree Centre Operating Costs (annual)

Cost	Amount
Senior staff person 0.5 FTE (including benefits @22.5%) AA2 USW \$49025-\$62645	\$34,300.00
<b>TOTAL</b>	<b>\$ 34,300.00</b>

### Supplies

Printing and mailing Newsletter	\$1,000.00
Misc.	200.00
Postage	500.00
<b>Total</b>	<b>\$1,700.00</b>

### 5.3 Renovation Costs

Funding for renovations to the 4<sup>th</sup> floor of 256 McCaul Street, as identified above, estimated to cost \$415,000, will be met by the University.

## 6. Recommendations

The Project Planning Committee recommends that:

1. The Senior Scholar/Retiree Centre as described in this Project Planning Report be approved in principle.
2. That 115 net assignable square metres of dedicated space be assigned and renovated to accommodate the Senior Scholar/Retiree Centre having a Total Project Cost of \$415,000, with approvals through the Accommodations Facilities Directorate in accordance with the Policy on Capital Planning and Capital Projects.
3. That Project Planning Committees be struck to begin planning for Centres at the Mississauga and Scarborough campuses.

### References:

Glazer, S.D; Redmon, E.L.; & Robinson, K.L. (2005). Continuing the connection: emeriti/retiree centres on campus. *Educational Gerontology*. 31: 363-383.

**Appendix A:**

**Accountability & Management Structure (proposed)**

