

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

**REPORT NUMBER 22 OF THE CAMPUS COUNCIL**

**February 2, 2017**

Professor Paul Kingston, Chair  
Mr. Preet Banerjee, Vice-Chair  
Professor Bruce Kidd, Vice-  
President and Principal, UTSC  
Mr. Andrew Arifuzzaman, Chief  
Administrative Officer, UTSC  
Ms Hira Ashraf  
Dr. Catherine Bragg\*  
Professor Tarun Dewan  
Mr. George Fadel\*  
Ms Sue Graham-Nutter  
Dr. Brian Harrington  
Mr. John Kapageridis\*  
Dr. Elaine Khoo  
Ms Lydia V.E. Lampers-Wallner  
Mr. Andrew C. Leung  
Ms Brenda Librecz  
Dr. Jennifer McKelvie

Dr. Tayyab Rashid  
Mr. Larry Whatmore\*

**Secretariat:**

Ms Kathy Fellowes  
Ms Rena Prashad

**Regrets:**

Professor Leslie Chan  
Professor William Gough  
Ms Yasmin Rajabi  
Mr. Mark Henry Rowswell  
Ms Amina Shabeen  
Ms Lynn Tucker

\*Telephone Participants

**In attendance:**

Ms Maham Aqil, President, International Development Studies Student Association (IDSSA)  
Ms Liza Arnason, Assistant Dean, Student Life, Community Outreach & International  
Experience  
Dr. Curtis Cole, Registrar & Assistant Dean, Enrolment Management  
Mr. Johnathan Collation, Campus Life and Special Events Coordinator  
Ms Janice Lau, National Accounts Manager, AIESEC  
Mr. Emaad Paracha, National Incoming Global Volunteer, AIESEC  
Ms Michelle Verbrugghe, Director, Student Housing & Residence Life  
Mr. Krish Vitlani, Finance Director, IDSSA

## **1. Chair's Remarks**

The Chair welcomed members and guests to the meeting and introduced the members who participated in the meeting by teleconference. He advised members that he would be departing from the meeting early, and that the Vice-Chair, Mr. Preet Banerjee, would assume the role of Chair.

He offered a special welcome to Ms Kathy Fellowes, who was serving as Acting Director of Governance for Ms Amorell Saunders N'Daw who was seconded to the role of Senior Advisor, Equity and Diversity, UTSC in an interim basis.

## **2. Student Presentations**

The Chair invited Professor Bruce Kidd, Vice-President and Principal, to introduce the student presentations.

### **a. AIESEC Toronto (AIESEC)**

Mr. Jonathan Collaton, Campus Life and Special Events Coordinator, introduced Ms Janice Lau, National Accounts Manager, and Mr. Ennaad Paracha, National Incoming Global Volunteer Program Manager from the AIESEC organization. The students explained that AIESEC was the largest global non-profit student run organization, and that its aim was to promote global understanding through a variety of international leadership exchange opportunities. The organization was designed to offer members the platform to learn, participate, discover, and network on a global scale. The most common program offered by AIESEC was Global Volunteer, which focused on students going aboard to volunteer on social projects.

A member asked how AIESEC was funded, and Ms Lau explained that the organization was funded by the fees student's paid to volunteer abroad. In addition, it was common for organizations to send student interns abroad, and in turn, the organization would cover the cost of the experience for the intern.

A member asked whether the University could provide funding for AIESEC, and Ms Lau replied that the suggestion would need to be considered by members of the UTSC administration.

In response to a question regarding the use of social media to advertise the work of the organization and its opportunities, Ms Lau explained that AIESEC had been working with the Department of Student Life (DSL) to develop a social media strategy.

## **b. International Development Studies Students' Association (IDSSA)**

Professor Kidd introduced Ms Maham Aqil, President, and Mr. Krish Vithlani, Finance Director, of IDSSA, which represented all International Development Studies (IDS) students at UTSC. Their objective was to liaise between students and professors and support students in their academic studies. Their support services included: informal social and learning events, peer essay editing, study groups, and book exchanges. THE IDSSA was also involved in collaborating with other Departmental Student Associations (DSA) recognizing that IDS was a multidisciplinary subject.

## **3. Strategic Topics**

### **a. Developing a UTSC International Strategy**

The Chair invited Ms Vinitha Gengatharan, Special Advisor, International Strategy and Partnerships, to present the developing UTSC international strategy to the Council. Ms Gengatharan's presentation<sup>1</sup> included the following highlights:

- The definition of internationalization of higher education was defined as “*the process of integrating an international, intercultural, or global dimension into the purpose, functions, or delivery of post-secondary education*”(Jane Knight);
- The concept of internationalization was rooted in the University's objectives since 1982 and was guided by the *Policy on International Corporations*. In 2016, the Office of the Vice-President, International was established;
- The current goals of internationalization took into account diverse opportunities for students, integrating global perspectives into teaching, research and innovation leading to global impacts, and international profile, presence, and network;
- There are approximately 16,000 international students studying at the University (i.e. 13,238 undergraduate, 2,693 graduate);
- Efforts to build stronger international initiatives and activities at UTSC include defining, integrating, and differentiating UTSC's global engagement within the University's tri-campus framework that builds upon the work of UTSC's departments and complements the University's international strategy;
- In 2015, UTSC had approximately 18 international undergraduate students from the US;
- A report with recommendations for a UTSC international strategy would be produced in Spring/Summer 2017. The planned recommendations would be informed by the following factors:

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<sup>1</sup> Presentation-- Developing a UTSC International Strategy

- An inventory of the existing international collaborations, corporate contacts, partnerships, networks, and activities;
- Conversations with faculty and academic department Chairs on internationalization goals and plans;
- Engagement with students, alumni, and other stakeholders for input;
- Collaboration with staff administrators across campus to create a collegial network; and
- The integration of the Presidential priorities and visions.

In response to a question regarding the number of international undergraduate students at UTSC, Ms Gengatharan reported that the statistics for UTSC would soon be generated.

A member commented on the value of academic partnerships with international universities to develop joint degrees, and Professor Kidd thanked the member for their suggestion.

A member remarked that the perception of internationalization was absent if international recruitment was from predominantly one country/region (i.e. China and other Asian countries). Professor Kidd replied that the University was engaged in exploring recruitment strategies from other global regions including the US where a series of recruitment events were planned (i.e. Boston, San Francisco, Maryland, and New York).

A member expressed their concern with the small number of international graduate students at UofT in comparison to peer institutions in Canada and globally (i.e. McGill University, University of British Columbia, and Oxford University). The member also commented on increasing the number of international teaching and learning opportunities for faculty and students to participate in. Professor Kidd explained that the University would be making efforts to recruit more international graduate students, but that government restraints and policies made the opportunity more challenging to pursue. He also explained that UTSC had brought themes of internationalization into the classroom by means of international scholars, but acknowledged that more international opportunities outside of the classroom were desirable.

In response to a comment from a member regarding the sociocultural experience international students develop at UTSC, Professor Kidd commented that UTSC had been working to enhance and foster intercultural relationships through Green Path programming and the DSL.

## **b. UTSC Alumni Engagement Strategy**

The Vice-Chair<sup>2</sup> invited Ms Georgette Zinaty, Executive Director, Development and Alumni Relations, to present<sup>3</sup> the UTSC alumni engagement strategy to the Council. Ms Zinaty's presentation included the following highlights:

- The mandate of Development and Alumni Relations was to oversee university advancement, including alumni affairs and fundraising, through the cultivation and enhancement of relationships with key stakeholders and friends, and to build long-term capacity and support of UTSC;
- There were 49,000 UTSC alumni (living and deceased), of which, 46,000 living in Canada followed by the US and China;
- UTSC offered alumni a variety of ways to remain engaged with the campus, which included: volunteering, donating, and mentorship and networking,;
- UTSC had the third highest response rate in an Alumni Attitude survey after the Faculties of Arts and Science and Applied Science and Engineering. The survey results indicated that alumni were interested in: mentoring students, volunteering, serving as ambassadors of the University, providing leadership by serving on Boards and Committees, networking with other alumni, providing financial support, and attending events; and
- UTSC had raised \$30M towards the Boundless campaign.

A member asked whether alumni could be included in the recruitment events planned in the US. Ms Zinaty replied that alumni connected to UTSC could be invited to attend the recruitment event if they lived or worked in the particular city or nearby region.

## **4. Report of the Vice-President and Principal**

Professor Kidd reported that he released a statement<sup>4</sup> in response to the Quebec City tragedy on January 29<sup>th</sup> and the impact of US travel restrictions on members of the UTSC community. He added that the University's flags flew at half-mast for two days and that vigils were held on all three campuses on January 31<sup>st</sup> in acts of remembrance. Professor Kidd reinforced that UTSC was committed to supporting members of the community who felt marginalized or threatened, and encouraged faculty, staff and students to utilize campus

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<sup>2</sup> Mr. Preet Banerjee assumed the Chair.

<sup>3</sup> Presentation--UTSC Alumni Engagement Strategy

<sup>4</sup> A message from Principal Bruce Kidd on the events in Quebec City  
<http://ose.utoronto.ca/ose/story.php?id=9184>

supports including: the Health and Wellness Centre, Scarborough Campus Students' Union (SCSU), Muslim Students Association (MSA), and/or the Senior Advisor, Equity and Diversity, Ms Amorell Saunders N'Daw.

A member expressed that they were pleased with the University's administrative response and action taken on the tragedy in Quebec City and US travel restrictions.

**5. Report of the Previous Meeting: Report Number 21– Wednesday, December 14, 2016**

The report of the previous meeting was approved.

**6. Business Arising from the Report of the Previous Meeting**

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

**7. Reports for Information**

Members received the following reports for information:

- a) Report Number 22 of the UTSC Agenda Committee (Thursday, January 19, 2017)
- b) Report Number 21 of the UTSC Campus Affairs Committee (Tuesday, January 10, 2017)

**8. Date of the Next Meeting – Wednesday, March 1, 2017 at 4:10 p.m.**

The Vice-Chair reminded members that the next scheduled meeting of the Committee would be held on Wednesday, March 1, 2017 at 4:10 p.m.

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**9. Question Period**

No questions were raised.

**10. Other Business**

No other business was raised.

The meeting adjourned at 5:50 p.m.

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Secretary

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Chair

## Building on UTSC's International Initiatives & Partnerships

### Towards UTSC's International Strategy: A discussion framework



1. What & Why of Internationalization of Higher Education
2. Context of U of T's Internationalization
3. Mandate
4. Process
5. UTSC's international snapshot
6. Discussion

## What is Internationalization of Higher Education?

- Defined as the process of integrating an international, intercultural or global dimension into the purpose, functions, or delivery of post-secondary education (Jane Knight)
- **Comprehensive internationalization** is an institutional imperative and commitment, confirmed through action, to infuse international and comparative perspectives throughout the teaching, research, and service missions of higher education. It shapes institutional ethos and values and touches the entire higher education enterprise. It is essential that it be embraced by institutional leadership, governance, faculty, students, and all academic service and support units

## Goals of Internationalization

### Internationalization is embedded in teaching, research and service mission of institution and is not a separate pillar

- Diversified set of opportunities for students to develop global fluency and be globally competitive and meaningful opportunities for intercultural learning & understanding (at home & abroad)
- Integrate global perspectives in learning and teaching
- Research and innovation leading to global impact and opportunities to work on global challenges through partnerships
- An international profile and network contributes to the University's ability to remain a leading research intensive institution
- Increase innovation and competitiveness of U of T, Ontario, and Canada



## Internationalization @ U of T

- ✓ Guided by Policy on International Cooperation est. in **1982**
- ✓ Several task forces on Internationalization in the **90s** and early **2000's**
- ✓ Towards **2030** initiated by President David Naylor in **2006**
- ✓ Creation of International Relations Office & Vice President University Relations **2006**
- ✓ International partnerships is **1 of 3** priorities President Meric Gertler in **2013**
- ✓ Creation of standalone Vice President International in **2016**

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## University of Toronto Global Outlook

- ✓ **13,238** UG & **2,693** G
- ✓ **18%** international students from 161 countries
- ✓ **250+** agreements in **52** countries / **151** institutions for mobility
- ✓ **2,000** UG students abroad
- ✓ **500,000** living alumni
- ✓ Ranked in the global top **25**
- ✓ **2<sup>nd</sup>** in total number of research publications & **3<sup>rd</sup>** in citations (next to Harvard in NA)
- ✓ **50%** of publications co-authored with international partners
- ✓ **3<sup>rd</sup>** largest Research Centre in North America with over **\$1 billion** dollars of research

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## Vice President, International Mandate

- Play a leadership role in facilitating the advancement of the goals of the strategic priority of strengthening international partnerships as outlined in the *Three Priorities*:
- Enhance the ability of the University's faculty and students to meet global challenges
- Enhance the University's global reputation and profile
- Support the University's ability to recruit in national and global markets
- Develop the global citizenship and fluency of University of Toronto students
- Support the University's urban strategy by leveraging opportunities to learn from institutional partners in other great city-regions around the world
- The Vice-President, International, along with the portfolio's team, will serve as the University's primary point of contact for international delegations with a goal of leveraging these interactions for the purpose of potential partnerships and enhanced visibility internationally

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## International Priorities (VPI)

1. The recruitment of students from a diverse set of source countries & utilizing global network of alumni to support recruitment efforts & enhanced conversion events in select locations (US, India to start)
2. Creation of new and enhanced set of mobility opportunities for students
3. Development of a focused set of academic and industry partnerships
4. Expansion of international philanthropic and alumni engagement
5. Development of a global brand strategy including social media engagement

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### Building on UTSC's international initiatives and activities:

- Define, integrate and differentiate UTSC's global engagement within the University of Toronto tri-campus framework and develop a strategy with defined goals and principles for engagement
- Prepare an effective, sustainable and comprehensive international strategy for UTSC that builds and integrates upon the work of UTSC departments & divisions, and complements the broader University's international strategy

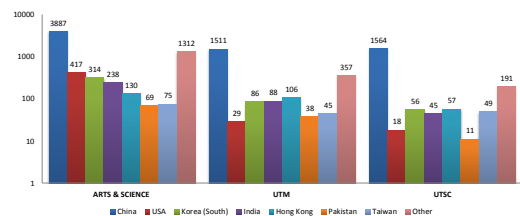
Included in the report will be:

- Identification of areas to strengthen International research partnerships, research funding opportunities and possible collaborations amongst researchers in collaboration with Vice Principal Research
- An in-depth competitor and data analysis and identification of international markets to target, in collaboration with International Academic Programs & Initiatives and Vice Principal and Dean
- Opportunities and pathways to strengthen our relations in alumni development and research partnerships and advancement with Executive Director, Development & Alumni Relations
- Analysis and recommendations for diversifying international enrolment, working with Office of Student Recruitment & Registrar
- Analysis and recommendations to strengthen and create opportunities and programs of intercultural communications and education for all students on our diverse campus, in collaboration with the Department of Student Life.
- A recommendation on an appropriate structure to support the strategy

- Inventory of existing international collaborations, corporate contacts, partnerships, networks, activities
- Engage faculty and chairs in discussion on internationalization goals and plans
- Engage international staff administrators from all portfolios creating an international network within UTSC
- Engage students, alumni and other campus stakeholders for input
- Identify unique academic programs and research niche / excellence
- Identify risks, gaps, strategic initiatives, tools & procedures/mechanisms, departmental priorities, UTSC central administrative priorities, resources and funding opportunities
- Identify faculty champions for institutions/countries/regions
- Incorporate presidential & VPI and VP&P priorities and vision
- Form an international working group
- Develop a differentiated and coordinated strategy within the University of Toronto

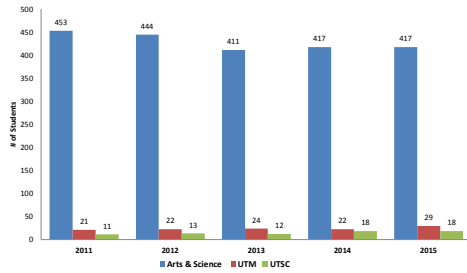
## International Student Enrolment 2015

Campus	China	USA	Korea (South)	India	Hong Kong	Pakistan	Taiwan	Other	Russian Federation	Brazil	Nigeria	Malaysia	Bangladesh	Japan	United Kingdom
ARTS & SCIENCE	3887	417	314	238	130	69	75	1312	69	0	0	0	0	0	10
UTM	1511	29	86	88	106	38	45	357	0	22	91	25	0	0	0
UTSC	1564	18	56	45	57	11	49	191	0	25	34	0	18	0	0



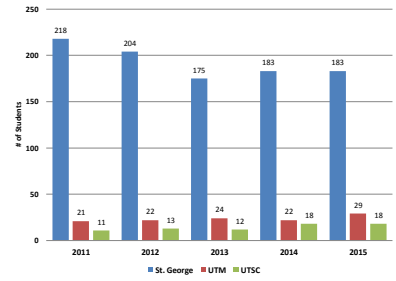
### Tri-campus USA Enrolment 2011-15

Year	Arts & Science	UTM	UTSC
2011	453	21	11
2012	444	22	13
2013	411	24	12
2014	417	22	18
2015	417	29	18

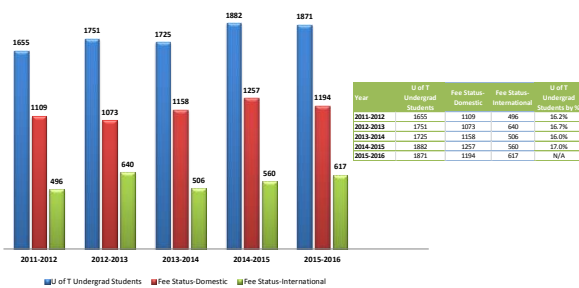


### Undergraduate USA Enrolment 2011-15

Year	St. George	UTM	UTSC
2011	218	21	11
2012	204	22	13
2013	175	24	12
2014	183	22	18
2015	183	29	18



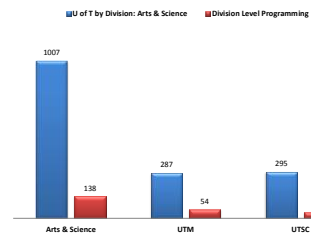
### U of T Outbound Student Mobility



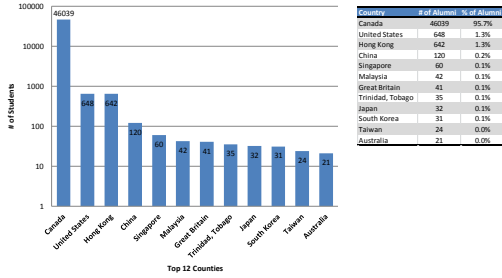
Year	U of T Undergrad Students	Fee Status Domestic	Fee Status International	U of T Undergrad Student by St
2011-2012	1655	1109	496	16.2%
2012-2013	1751	1073	640	16.7%
2013-2014	1725	1158	506	16.0%
2014-2015	1882	1257	560	17.0%
2015-2016	1871	1194	617	N/A

### Tri-Campus Outbound Mobility

Campus	U of T by Division: Arts & Science	Division Level Programming
Arts & Science	1007	138
UTM	287	54
UTSC	295	40



### University of Toronto at Scarborough Distribution of Alumni



## Discussion

- What makes a global university?
- How do we leverage our students, staff, faculty and alumni who have a deep global network?
- How do we use internationalization to create a better understanding of the world, intercultural learning opportunities at home?
- How do we build UTSC's global profile, outlook and create a 'buzz' to leverage resources to support internationalization activities?



**UTSC ALUMNI  
RELATIONS** February 2017  
Georgette Zinaty, MBA MSc  
Executive Director  
Development and Alumni Relations


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**MANDATE**

To oversee university advancement, including alumni affairs and fundraising, through the cultivation and enhancement of relationships with our key stakeholders and friends, and to build long-term capacity and support of UTSC in support of our goals, priorities and aspirations.

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2

**ALUMNI RELATIONS:  
MUTUAL VALUE PROPOSITION**

**U of T to Alumni:** What begins as a place of education and research is actually a lifetime resource of ideas, networks, connections and support; the University is a renewable resource of options – for you to explore, create and share.

**Alumni to U of T:** Our over ½ million alumni are a renewable asset who extend the reach and reputation of U of T through the scale, impact and breadth of their presence around the world and enable our mission through their involvement and financial support.

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**ALUMNI ENGAGEMENT: DEFINITION**

A combination of actions and attitudes on the part of alumni that define their relationship with the University

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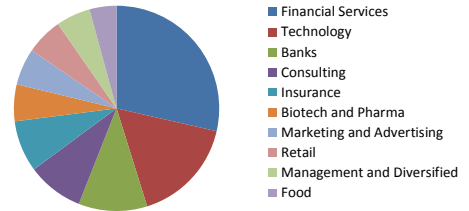
## UTSC ALUMNI STATISTICS

- 49,000 UTSC alumni (living and deceased)
- 78 % under 55, 22% over the age of 55
- 58% female, 42% male
- Where are they?
  - 46,000 live in Canada (97% in Ontario)
  - Top 3 outside Canada
    - US (648)
    - Hong Kong (642)
    - China (120++)

## ALUMNI SECTORS

- 3,107 alumni with titles on the ARBOR system
- 6,600 newly identified alumni employment information
- 397 with job titles (ARBOR) at the executive leadership level (i.e. CEO, CFO, COO etc.) represented by sectors below

Top 10 Sectors



## OPPORTUNITIES FOR ENGAGEMENT

- Promote
  - Telling the story of who we are and developing pride
- Connect
  - Leveraging strategies for different points of entry to engage to provide added value
- Volunteer
  - Opportunities to grow and give back
- Mentorship & Networking
  - Share experiences with others, learning and teaching moments
- Donate
  - Support an important approved academic priority

## PROMOTE

- Communication Strategies
- Integrated message with Boundless **BOUNDLESS**
- Life-Stage programming
- U of T Partnerships
- UTSC Departmental events and programs
- Alumni Student interaction

## CONNECT

- Investing in ways to enhance our data acquisition
- Increasing opportunities for personal interactions with alumni locally and regionally
- Developing forums for engagement (ie. chapters)
- Working with U of T alumni office and Departments to enhance and cultivate relationships.
- To date our alumni engagement has increased 400% since 2011.



## ALUMNI ATTITUDE SURVEY: How do we measure up?

- 16,000 responses from U of T Alumni (1,200 UTSC – 3<sup>rd</sup> most behind A&S and Engineering)
- Key findings
  - **Engagement** (10,000 slightly engaged, 2,400 modestly engaged)
  - **Loyalty**
    - Across all age demographics all respondents are loyal to U of T overall
    - <25 years are very loyal to their academic department, a faculty member, and/or student club
    - 25–55 years find loyalty across all areas (academic dept, faculty member, undergrad college/school)
    - >55 years more loyal to their undergraduate college/school
  - **What impacts their overall opinion of U of T**
    - 90% U of T's Excellence and reputation
    - 90% Value and respect for degree
  - **Communication**
    - Ranked as 'Very important'; Website, Invitations to events, e-Communication, Newsletters, Magazines



## ALUMNI ATTITUDE SURVEY (continued)

- Key findings
  - **What is important as an alumnus/a of U of T?**
    - Mentoring students
    - Serving as ambassadors promoting U of T to others
    - Providing leadership by serving on boards, committees, etc.
    - Networking with other alumni
    - Recruiting students
    - Providing financial support for U of T (e.g. donations)
    - Attending Events
    - Volunteering for U of T
  - **How would you rate your decision to attend U of T?**
    - 89% Good to Great Decision



## VOLUNTEER OPPORTUNITIES

- **Alumni Associations**
  - UTSC Alumni Association
  - Athletics Chapter
  - Management Alumni Association
- **Regional Alumni Chapters**
  - Hong Kong, China, Vancouver, New York, Calgary, Los Angeles, etc.
- **Campaign Advisory Board**
- **Speaking Engagements and Opportunities**
  - Leader2Leader
  - Professional Development Sessions (PIL)
  - Recruitment events, Departmental speakers, etc



## MENTORSHIP & NETWORKING

- Partners in Leadership Alumni Mentorship Program
- Women in Leadership Program
- Alumni Connections
- Leader2Leader
- PWR Play
- Alumni Association Events and Socials
- U of T SHAKER
- Spring Reunion
- Special Lectures
- UTSC Athletic Varsity Games

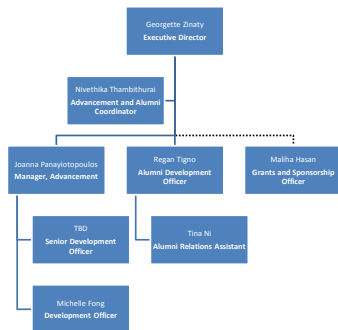


## DONATE

- A different form of giving
- \$30M raised to-date
- 180 student named scholarships created
- 64% increase in Annual Giving revenue
- 547% increase in leadership giving with 117.6% increase in number of alumni donors



## ALUMNI AND DEVELOPMENT TEAM



## LOOKING AHEAD

- Develop more sophisticated ways to measure engagement
- Create and continue to offer valuable engagement opportunities based on segmented life stage based approach to alumni audiences (ie. for older alumni, retirees, etc)
- Enhance the efforts of alumni associations and create synergies where possible
- Expand regional and international outreach: university outreach is valued even if people do not attend
- Increase student and alumni interactions
- Invest in data acquisition
- Assessment of impact and value proposition and continue the positive trend for loyalty to and promotion of university

# THANK YOU

Questions?