

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 21 OF THE CAMPUS AFFAIRS COMMITTEE

January 10, 2017

To the University of Toronto Scarborough Campus Council, University of Toronto Scarborough

Your Committee reports that it met on Tuesday, January 10, 2017 at 4:10 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Mr. Larry Whatmore, Chair
Dr. Brian Harrington, Vice-Chair
Prof. Bruce Kidd, Vice-President and
Principal, UTSC
Mr. Andrew Arifuzzaman, Chief
Administrative Officer, UTSC
Mr. Desmond Pouyat, Dean of
Student Affairs
Ms Sarah Balkhi
Ms Janet Blakely
Mr. Keith Chen
Professor Nick Cheng
Ms Kathy Fellowes
Mr. Rahul Gupta
Mr. Mohsin Jeelani
Ms Bobbi McFarlane
Ms Nikita Roy
Ms Amina Shabeen
Dr. Andrew Tam
Dr. Helen Wu

Non-voting Assessors:

Ms Liza Arnason
Ms Helen Morissette

Secretariat:

Ms Amorell Saunders N'Daw
Ms Rena Prashad

Regrets:

Dr. Jonathan S. Cant
Professor William Gough
Ms Mariam Issa
Dr. Elaine Khoo
Professor Paul Kingston
Ms Tanya Mars
Professor Alice Maurice
Dr. Mandy Meriano
Mr. George Quan Fun
Mr. Mark Rowswell
Ms Kirsta Stapelfeldt

1. Chair's Remarks

The Chair welcomed members and guests to the meeting, and offered a special welcome to Dr. Andrew Tam, who was recently appointed to serve on the Committee as a community member.

2. Strategic Topic: UTSC Anchor Institution Strategy

The Chair invited Mr. Andrew Arifuzzaman, Chief Administrative Officer, UTSC, to present the

strategic topic on the UTSC Anchor Institution Strategy. The presentation¹ included the following highlights:

- The UTSC Anchor Institution Strategy was built upon the aspirations of the UTSC Master Plan, which focused on building a UTSC that was an intellectual, cultural and employment hub in the eastern Greater Toronto Area (GTA) region;
- Cleveland, Ohio was used as a case study to demonstrate that a region that experienced investment challenges could benefit from an anchor based strategy, which involved partnering with local universities and hospitals to fuel revitalization.
- Like Cleveland, UTSC was focused on working with sister institutions, local hospitals, and other large local organizations (i.e. Toronto Zoo and the Rouge National Park) to develop economic opportunities;
- Professor Bruce Kidd, Vice-President and Principal, UTSC, was actively involved in leading a GTA Anchor Round Table, which included the Chief Executive Officers (CEO) from the following institutions: Centennial College, Rouge National Park, Scarborough Hospital, Toronto Zoo;
- The construction company that built the UTSC Environmental Sciences and Chemistry building hired students from the Hammer Head Program—a twelve week skill and employment-based training program that linked young men and women from under-resourced communities to apprenticeship career opportunities in a trade industry that they might otherwise have difficulty accessing;
- Changes to campus procurement practices were being developed to enable local businesses to participate in the tendering of goods and services;
- Collaboration with Aramark Foods to develop a food aggregator system using local farms to source produce was being considered for UTSC and other institutions in the eastern GTA; and
- Effort was being made to advertise and recruit staff to join UTSC from the local community by attending local events and building strong community partnerships.

In response to a question from a member regarding changes to the University procurement policy and process, Mr. Arifuzzaman explained that any changes would be broadly communicated to ensure that local business had an opportunity to participate in the tendering process.

A member commented on local recruitment efforts for the Toronto Pan-Am Sports Centre (TPASC), and Mr. Arifuzzaman remarked that there was strong local hiring from Scarborough and Durham region.

3. Assessors' Reports

Mr. Arifuzzaman provided a brief update on the Highland Hall project, noting that 45 percent of the foundation had been poured, and that the renovation to the inside of the structure was almost complete.

¹ Presentation- Strategic Topic: UTSC Anchor Institution Strategy

Mr. Desmond Pouyat, Dean of Student Affairs, reported² that the Student Services, Health and Wellness, and Athletics and Recreation fees' budgets would be presented to the Committee at its next meeting on February 7, 2017. He added that these budgets followed the Council on Student Services (CSS) process, which was governed by the *Policy on Compulsory Non-Academic Incidental Fees*, otherwise known as the "Protocol". Mr. Pouyat reported that CSS normally met from September through March at which time the departments presented their plans, objectives, and initiatives to the Council.

The budget vote was scheduled for January 18th and in order for the budget to pass, a simple majority vote from students was necessary. He acknowledged the hard work of the campus' Financial Services Department and Department of Student Life in the process. To conclude, Mr. Pouyat reported that the Committee would also consider Student Societies Fees and the Student Housing and Residential Life ancillary operating plan at the February 7th meeting.

4. Report of the Previous Meeting: Report 20 –Wednesday, November 23, 2016

The report of the previous meeting was approved.

5. Business Arising from the Report of the Previous Meeting

A member asked when the solar panels on the Instructional Centre would be connected, and Mr. Arifuzzaman replied that there were plans for the solar panels to be connected in the Spring of 2017.

6. Date of the Next Meeting –Tuesday, February 7, 2017 at 4:10 p.m.

The Chair reminded members that the next scheduled meeting of the Committee would be held on Tuesday, February 7, 2017 at 4:10 p.m.

7. Other Business

A member commented that first year students involved in the Engineering Strategies & Practice course in the Faculty of Applied Science and Engineering could be engaged to address the intersection issue involving a mix of pedestrian and vehicular traffic at Military Trail and Ellesmere Road. Mr. Arifuzzaman thanked the member for the suggestion.

The meeting adjourned at 5:22 p.m.

Secretary

Chair

² Presentation- Assessors' Reports

CONVERGENCE IN SCARBOROUGH: HOW THE UNIVERSITY AND COMMUNITIES ARE COMING TOGETHER TO DRIVE CHANGE

Andrew Arifuzzaman
Chief Administrative Officer



The Campus Vision was developed through a consultative process, with input from the university and the surrounding community.



2

Members of the university and surrounding community had opportunities for input through stakeholder interviews, workshops and focus group meetings.

Grow on our own terms

Be LOUD!

People and ideas drive regeneration

Bring in a big program and bring it in strong

Scarborough embraces this campus... and it's time that the University embraces Scarborough

No one knows we are here

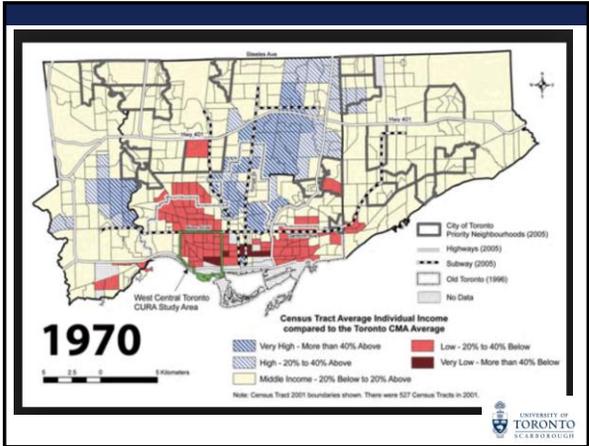
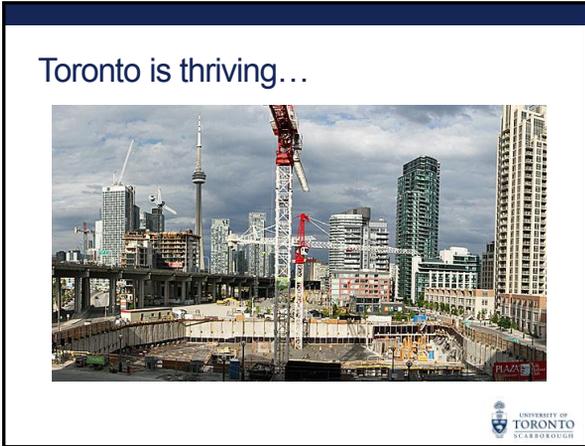
It is now important to set the stage for the next 100 years

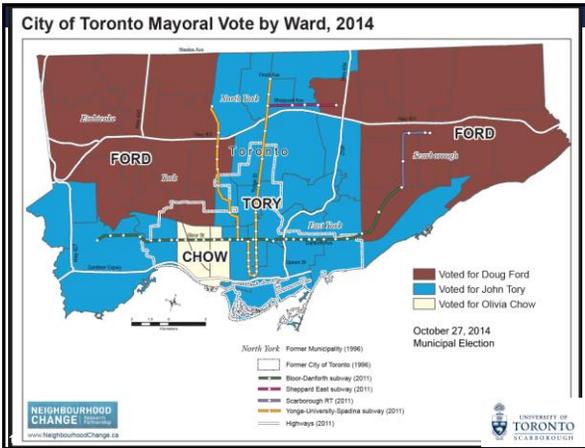
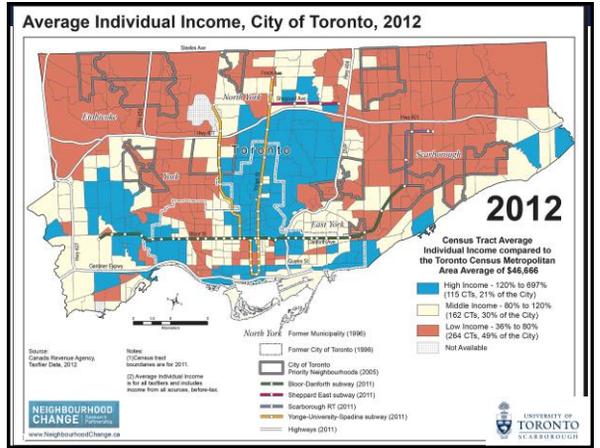
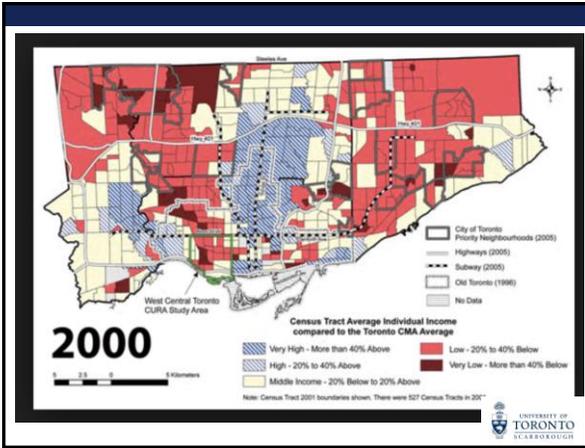


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ANCHORING – SOMETHING THAT IS EVOLVING





Anchor Institutions

Cleveland's Greater University Circle Initiative

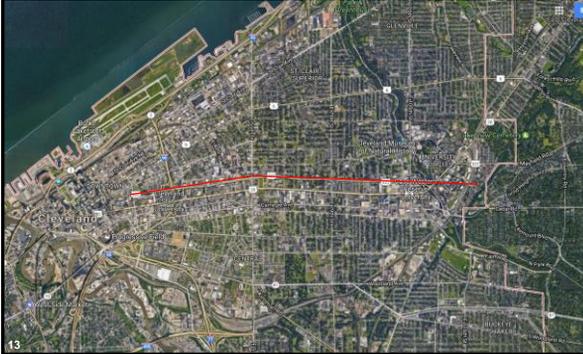
An Anchor-Based Strategy for Change

Walter Wright
Kathryn W. Hexter
Mark Downer

Publication: Cleveland's Greater University Circle Initiative: An Anchor-Based Strategy for Change

UNIVERSITY OF TORONTO STARBOROUGH

Cleveland



Evergreen Co-operatives



Why Scarborough and Why Now: Some Lessons Learned from Cleveland

- Historic under investment
- Conversion from basic manufacturing
- Potential anchor institutions (universities, colleges hospitals) and interest from private sector
- National and international attention coming
 - Toronto Pan Am Sports Centre
 - Rouge National Park
- Momentum is growing from the grass roots
 - Community partners
 - Institutional led infrastructure investments
 - Scarborough Business Association
 - Rotary Clubs of Scarborough: SCRO



We at UTSC have been anchor for the community - but for many many years few saw us this way because we didn't act much like one





Anchor Institutions: our working definition

- Anchor Institutions are place based
- Anchors are stable and there for the long-term
- Creating an anchor strategy is not a passive reality of being but rather an active exercise of engaging
- Its is not about charity but rather reciprocity



What we are working on

Social Procurement

- Purchaser
- Employer/Workforce Development i.e Hammer Heads; Hiring Strategy
- Real Estate Developer i.e. Campus Master Plan




What we are working on: Food Hub








What we are working on

Network Builder/Advisor

- Partnerships and advocacy i.e. East End Pre-apprenticeship Training Centre,
- Eastern GTA Anchors Table
- Connector and facilitator
- Building Transit

New transit proposal "a great moment" for Scarborough

"It will provide a huge economic stimulus to this long under-served region of the city and enable many more people to benefit from the tremendous educational, recreational, and cultural opportunities provided by UTSC and the rest of Scarborough."

Prof. Bruce Kidd, Principal and Vice President, UTSC

What we are working on:

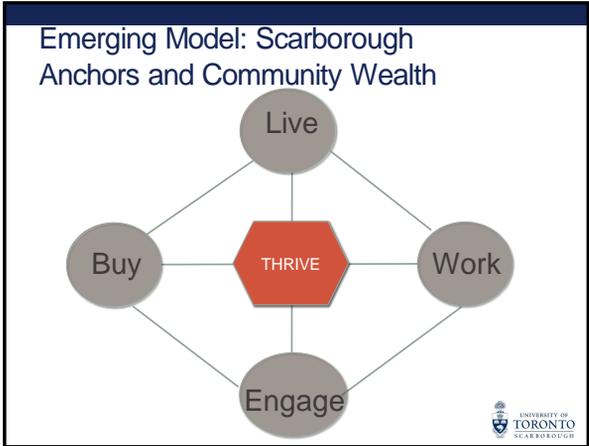
Knowledge Mobilization & Exchange

- Documenting
- Evaluating
- Reporting

Is there interest in academic partnerships for this?

If so how do we move forward?

UNIVERSITY OF TORONTO
SCARBOROUGH





THANK-YOU



Presentation to Campus Affairs Committee

January 10, 2017



Leading the student experience of choice

Office of Student Affairs & Services

Budgets that follow CSS Process

- Student Services Fee budget
- Health & Wellness Centre budget
- Athletics and Recreation budget



Office of Student Affairs & Services

What is CSS?

- CSS is the Council on Student Services
- The CSS is described in the Policy on Compulsory Non-Academic Incidental Fees known as the '**Protocol**' and is the responsible body of students involved in decisions to increase fees



Office of Student Affairs & Services

Composition of CSS

The following fifteen(15) student members shall be voting members of the Council; they must be eligible for registration at UTSC.

- President of the Graduate Students' Association Scarborough (GSAS)
- President of the Scarborough College Athletic Association (SCAA)
- President of the Scarborough Campus Students' Union (SCSU)
- President of the Scarborough Campus Residence Council (SCRC)
- Vice-President Academic & University Affairs of the SCSU
- Vice-President Equity of the SCSU
- Vice-President External of the SCSU
- Seven (7) undergraduate students appointed by the SCSU to represent full-time and part-time UTSC students - none of whom serves on the SCSU as a voting Director, officer, or permanent full-time staff. One should be an International student and one should be a Resident student
- One graduate student, appointed by the GSAS, to represent graduate students at large



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The CSS Process

- Presentations by departments followed by Q&A
- Advisory groups meet for each department
- Finance Committee meetings
- Budget preview meeting and presentations mid-January to CSS student voters (**Monday January 9, 2017**)
- Additional meetings held as necessary to answer questions and provide information
- Final Budget Presentation and Vote (**Wednesday January 18, 2017**)



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Affairs & Services

CSS Budget Vote

- All members have a vote
- Only the student vote determines the outcome
- A simple majority of student votes required to pass a budget



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When a Budget Vote Fails

The Administrative Assessor is permitted by *the Long-term Protocol on the Increase or Introduction of Compulsory Non-Tuition related Fees* (The Protocol) to recommend a fee increase to the appropriate governing body (Campus Affairs Committee and Campus Council).



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When a Budget Vote Fails

The recommended fee increase is based on the calculated UTI, and applicable CPI used in the university's long range budget projections, assumptions, and strategies.



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The recommended fee increase **CANNOT** be greater than the UTI or CPI increase. The highest of UTI or CPI can **ONLY** be implemented as a **temporary 3 year increase** while the lesser of the two is a permanent increase.



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CPI (Definition- Student Services)

CPI is the inflation factor equal to the **Consumer Price Index** as described in the University of Toronto's Long-range Budget Projection Assumptions and Strategies (or its equivalent).

UTI: University of Toronto Index

UTI is an indexation of a service's fee

- Accounts for changes in salary and benefit costs, revenue from other sources, occupancy costs, and changes in enrolment.
- Calculated separately for each service's fee.



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Permanent and Temporary Increases

Permanent increase:

The lesser of the UTI increase or the CPI increase.

And

Temporary increase (up to 3 years):

The greater of the UTI increase or the CPI increase.

Examples:

UTI = 3.6% CPI = 2.0%	UTI > CPI	Permanent Increase CPI = 2.0%	Temporary Increase UTI = 3.6%
UTI = 1.3% CPI = 2.0%	CPI > UTI	Permanent Increase UTI = 1.3%	Temporary Increase CPI = 2.0%



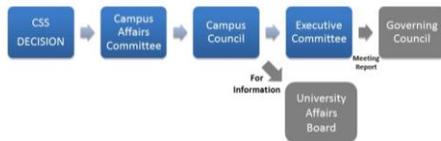
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These provisions of the Protocol allow services, programs, and overall operations to avoid jeopardy, and to be maintained, but does not provide the financial framework for any substantive expansion in growth of programs and services.



Office of Student Affairs & Services

Approval Process Summary



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Administrative support of the process

- Strongly supported by Campus financial services team
- Departmental and Student Affairs business officers
- Tri-campus Input



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Other Business to come before CAC

- Student Society Fees
- Ancillary Student Housing and Residence Life operating plan



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Student Society Fees

- Collected by University on behalf of student societies
- These are also compulsory non-academic incidental fees



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Student Societies

- Student Organizations accountable to particular constituencies
- Example at UTSC include the
 - Scarborough Campus Student Union (SCSU)
 - Scarborough Campus Athletics Association (SCAA)
 - Scarborough Campus Residence Council (SCRC)
 - Fusion Radio
 - The Underground



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University's Assumed Obligations to Students

- To ensure societies function in an orderly and democratic fashion
- To ensure funds are properly accounted for



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Society Requirements

- To have constitutions
- Bylaws must have provisions for regular financial reports, annual audits and access to records for members
- Appropriate accounting and financial procedures must be adhered to



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Oversight Role : Office of Vice Provost Students

- Fee collection process and related accountabilities
- Fees are first vetted through the Vice Provost Student's office prior submission to CAC, to ensure proposed increases are appropriate and adhere to the rules governing fee increases for the various societies, such as limits imposed by referendums.
- Many student society fees are increased by CPI which for student societies are defined by Year-over-year change in consumer prices for Ontario as measured by Statistics Canada (December-over- December) as of December 31 of the previous year. (*Policy for Compulsory Non-Academic Incidental Fees*)
- Department of Student Life & Office of Student Affairs liaises between Student Societies & Vice Provost Students to assist in coordination of the process.



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Student Housing and Residence Life

- An ancillary operation that must be financially self sustaining
- Reports through Student Affairs but as an ancillary, is part of the ancillary operations process under the CAO and will come to CAC under the ancillaries umbrella



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Contact Us



Deanstuaff_UTSC



<http://uoft.me/utscstudentaffairs>



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