

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 11 OF THE ACADEMIC AFFAIRS COMMITTEE

April 27, 2015

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

Your Committee reports that it met on Monday, April 27, 2015 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Ms Kathy Fellowes (Chair)
Dr. Christopher Ollson (Vice-Chair)
Professor Bruce Kidd, Vice-
President and Principal
Professor Malcolm Campbell, Vice-
Principal, Research
Professor Rick Halpern Vice-
Principal and Dean (Academic)
Mr. Syed W. Ahmed
Ms Maryam Ali
Dr. Johann Bayer
Dr. Corinne Beauquis
Professor Christine Bolus-Reichert
Professor William R. Bowen
Professor Nick Cheng
Professor John A. Hannigan
Professor Clare Hasenkampf
Professor Madhavi Kale
Dr. Elaine Khoo
Dr. Sarah D. King
Professor Patricia Landolt
Ms Nancy Lee
Mr. Andrew Leung
Professor Nathan R. Lovejoy
Professor Andrew C. Mason
Ms Susan Murray
Mr. George Quan Fun
Professor Mark Schmuckler
Dr. Jayeeta Sharma
Professor Mary T. Silcox
Ms Lynn Tucker

Mr. Selim Younes

Non-Voting Assessors:

Ms Jennifer Bramer (Ankrett)
Ms Annette Knott
Mr. Desmond Pouyat

Secretariat:

Mr. Louis Charpentier
Ms Amorell Saunders N'Daw
Ms Rena Parsan

Regrets:

Dr. Curtis Cole
Professor George S. Cree
Professor Neal Dolan
Professor Suzanne Erb
Professor David J. Fleet
Professor William A. Gough
Professor Benj Hellie
Professor Matthew J. Hoffmann
Mr. Jerry Yu Jien
Mr. John Kapageridis
Ms Whitney Kemble
Ms Noor Khan
Professor Heinz-Bernhard Kraatz
Professor Philip Kremer
Professor Michael J. Lambek
Dr. Karen Lyda McCrindle
Professor John Robert Miron
Mr. Moataz S. Mohamed
Professor Matthias Niemeier

Ms Victoria Owen
Ms Charmaine Louise C. Ramirez
Professor Grace Skogstad
Professor Andre Sorensen

Ms Tisha Tan
Mr. Lukas Zibaitis
Professor David Zweig

In attendance:

Ms Lesley Lewis, Assistant Dean, Office of the Dean and Vice-Principal (Academic)
Professor Ryan Isakson, Assistant Professor, Centre for Critical Development Studies
Ms Shelby Verboven, Director of Recruitment, Office of the Registrar

1. Chair's Remarks

The Chair welcomed members and guests and introduced the members who participated by teleconference. She reported that the agenda featured three important educational topics reflective of the Committee's Terms of Reference. She highlighted that the Dean's Office planned to bring curricular agenda items forward for consideration on the reserved meeting date of June 16th, and requested that members continue to hold that date in their calendars.

2. Assessors' Reports

Professor Rick Halpern, Dean and Vice-Principal (Academic) updated the Committee on the labour negotiations with CUPE 3902 Unit 1, which would involve a binding arbitration process. He explained what post-strike measures were in place to ensure that students completed their course work in time for spring convocation in June (i.e. credit/no-credit option and late withdrawal). He reported that he was pleased with the minimal academic disruptions, and how well the UTSC community pulled together during the strike period. Professor Halpern expressed gratitude to colleagues in his Office, Academic Department Chairs and Directors, Registrar's Office staff, the Academic Advising and Career Centre, and the Director of Campus Safety, Issues and Emergency Management for their leadership and support during and after the strike.

3. Strategic Topic: Admissions and Recruitment

The Chair invited Professor Halpern to introduce the strategic topic. He explained that the admissions and recruitment team had been very busy preparing offers for students who had applied to UTSC. He invited Ms Shelby Verboven, Director of Recruitment to present. The presentation¹ highlighted the following key themes:

- **Strategic Enrollment Management (SEM)**- UTSC operated under the SEM framework which considered student enrollment to be a broader and more dynamic task encompassing local and regional changes, the institutional mission and goals, and coordinated efforts in areas such as marketing, student recruitment and retention,

¹ Presentation- Strategic Topic: Admissions and Recruitment

tuition pricing, financial aid, academic and career counselling, and curriculum reform.

- **UTSC Goals-** The 2015 recruitment goals for UTSC were ambitious based on high intake numbers and a desire to continue to recruit high quality students. The 2015 recruitment intake target was 3,464 students. In 2014, the high school average of entering UTSC students was 82.8 percent.
- **Demographic Context-** The largest market for the recruitment of students was from Ontario. UTSC had ambitious recruitment targets with fewer students projected to be in the system between 2014-2018.
- **Ontario System Trends-** In 2015, the number of Ontario high school applicants decreased by 1.8 percent, but were up 4 percent at UTSC due to desirable program offerings in the co-op streams. The 4 percent increase was the highest among all University of Toronto divisions and the 4th highest in the province. It was reported that increases in the number of applications from non-Ontario high school students had increased (e.g. 6 percent from out of province and international students and 13 percent from transfer students from other post-secondary institutions).
- **Opportunities and Projects-** Efforts to begin recruiting students in earlier grades had been implemented along with the following strategies: exploring new international markets, combining bachelor and masters programs, and leveraging the new Toronto Pan-Am Sports Centre.

In response to a question regarding admittance of co-op students, Ms Verboven explained that students who were not admitted to a co-op program were offered the non-co-op program option, and that students who were admitted to co-op programs were assessed based on their entering average. She noted that some programs had a supplementary application process, which looked at non-academic characteristics and traits.

A member asked what the UTSC catchment areas were, and Ms Verboven reported that it was strongly tied to the local community along with students coming from Markham and Richmond Hill.

A member commented on UofT and UTSC's practice of sending out offers later than other institutions and asked whether that timing could be reconsidered. Ms Verboven acknowledged that the timing of U of T offers could push anxious students to accept earlier offers from other institutions. She explained that the admissions process was centralized and that every effort was being made to consider innovate ways to get offers out to students sooner.

4. Presentation: Academic Advising and Career Centre (AA&CC)

The Chair invited Mr. Desmond Pouyat, Dean of Student Affairs, to introduce the presentation. He advised the Committee that the work done by the Academic Advising and Career Centre (AA&CC) was a very valuable academic resource for students and that it helped support their academic and career aspirations. He invited Ms Jennifer Ankrett (Bramer), Director of the Academic Advising and Career Centre, to provide more insight on

the work of the Centre. The following key points were addressed²:

- As the UTSC central academic and career advising hub on campus, the Centre used a holistic approach to answer questions related to academic advising, learning and study skills, career development, and employment.
- The core annual programs included: Get Started (UTSC's academic orientation for incoming students and their parents/guests), Hire Power (career conference), Choosing Your Program Month, and Academic Integrity Matters (AIM)
- The service offerings were delivered through drop-in sessions, one on one appointments, peer support, workshops and panels, chat sessions and social media.
- In 2014, key highlights included: 13,126 students attended 394 workshops and events, 4th most visited website at UTSC, and 2,262 students attended the annual Get Started program.

A member asked whether UTSC tracked graduates after graduation, and Ms Ankrett (Bramer) reported that some tracking was done by the Academic Departments and Development and Alumni Relations, but acknowledged that greater consistency was necessary across the campus to generate precise statistics.

5. Annual Report: Research

The Chair introduced and invited Professor Malcolm Campbell, Vice-Principal, Research, to present his final Research portfolio annual report to the Committee. Professor Campbell's presentation³ highlighted the following key points:

- Between 2009-2014 UTSC Tri-Council success (Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council (NSERC), Social Sciences and Humanities Research Council (SSHRC)) had increased from previous years. UTSC was also successful in obtaining funding from other sources, including corporate, foundation and international contributions.
- Infrastructure investments had contributed to strengthening research capacity.
- The portfolio's research website had been updated and a UTSC Research Advisory Committee had been put in place to help share information more broadly.
- Research partnerships have been formed with a number of stakeholders (e.g. City of Toronto, Rouge Valley Health System, Royal Ontario Museum, and Canadian Sport Institute of Ontario).
- The Research Competitiveness Fund encouraged UTSC faculty members to submit external grant applications with an emphasis on submissions to the Tri-Councils. In between 2011-2015, 117 applications were submitted, which generated \$2.8M in external funding.
- Recommendations for continued research success in the future at UTSC included broadening faculty participation in research, enhancing student engagement in

² Presentation: Academic Advising and Career Centre (AA&CC)

³ Presentation: Annual Report- Research

research, building centres of research excellence, and building research reputation through knowledge mobilization.

A member asked what the average number of hired researchers was over the past five years and Professor Campbell reported that approximately 20 research faculty were hired annually.

In response to a question regarding the number of publications generated by the Research Competitiveness Fund, Professor Campbell explained that this was not tracked because of the short duration of Research Competitiveness funding. The member agreed with this, but suggested that the focus should be on tracking publications over a longer term for analysis of quantity and quality.

Professor Bruce Kidd, Vice-President and Principal, thanked Professor Campbell for serving in the role as Vice-Principal, Research over the past five years, and for his role as an Assessor on the Committee. He acknowledged Professor Campbell's passion for research and his role in helping to transform the Research portfolio at UTSC. He wished Professor Campbell the best of luck and great success in his new role as Vice-President, Research at the University of Guelph.

CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 6) be approved.

6. **Report of the Previous Meeting: Report 10 – Tuesday, February 10, 2015**
7. **Business Arising from the Report of the Previous Meeting**
8. **Date of the Next Meeting –Tuesday, June 16, 2015, 4:00 p.m. - 6:00 p.m.**

9. Other Business

There were no other items of business.

The meeting adjourned at 6:05 p.m.

Secretary

Chair

Admissions & Recruitment

Academic Affairs Committee | April 27, 2015
 Shelby Verboven, Director of Student Recruitment

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Overview

1. Strategic Enrollment Management (SEM)
2. UTSC goals
3. Demographic context
4. Ontario system trends
5. A snapshot of 2015
6. Opportunities and projects

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The SEM Approach

Strategic enrollment management is a broader, more dynamic task that begins with an understanding of the world around us, anticipates changes, probes institutional mission and goals, modifying them if necessary, and coordinates "campus-wide efforts in such areas as marketing, student recruitment and retention, tuition pricing, financial aid, academic and career counseling, and curriculum reform."
 (Thomas Williams, 2003)

The Student Success Continuum
 An Integrated Approach:
 Recruitment, Engagement, Persistence, Performance, Completion

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UTSC Goals: New Intake

	2011	2012	2013	2014	2015 target	2016 target	2017 target
Total Year 1 Intake	2,905	3,217	3,155	3,226	3,464	3,464	3,464
International %	16.2%	16.2%	16.7%	19.5%	17.7%	17.7%	17.7%

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UTSC Goals: Quality

	2008	2009	2010	2011	2012	2013	2014
Final high school average of entering UTSC students	81.4	82.0	81.9	82.2	82.4	82.6	82.8

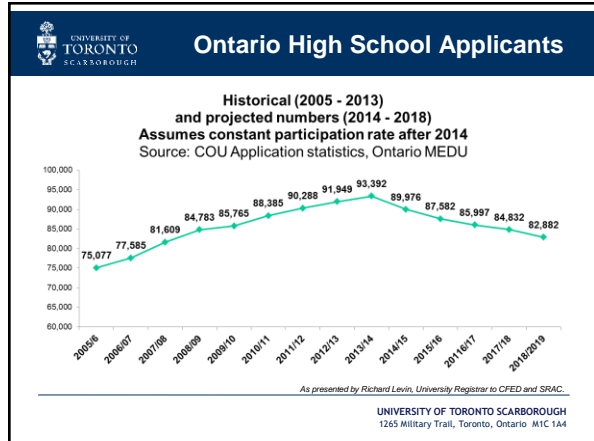
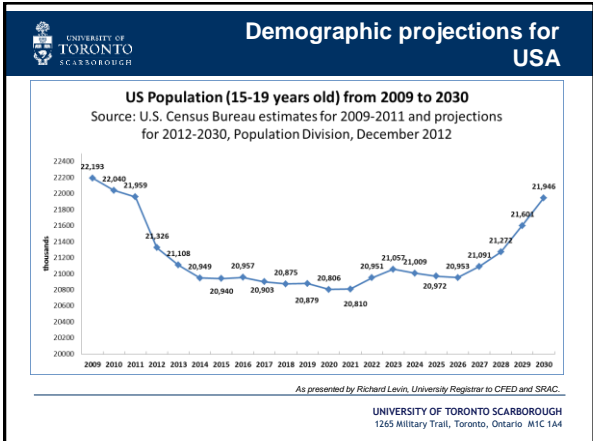
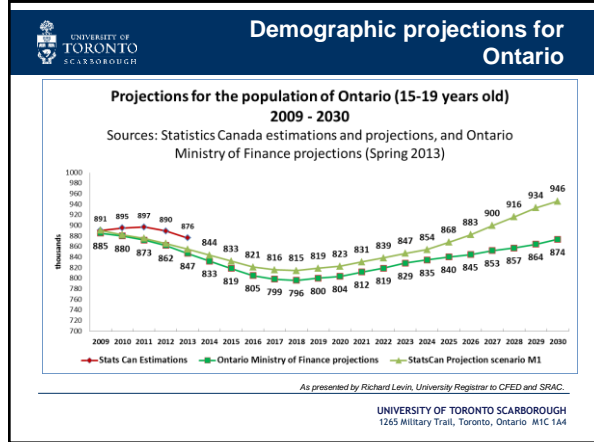
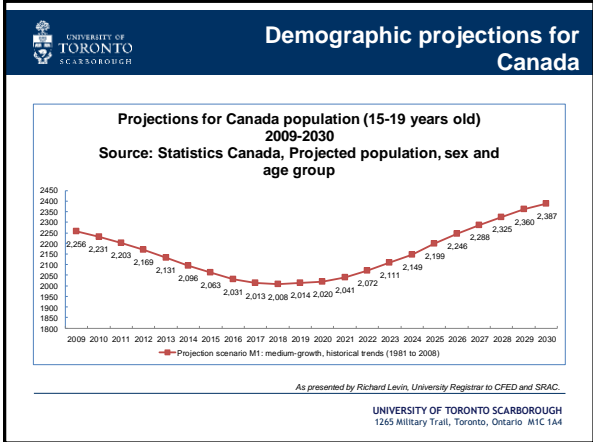
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UTSC Goals: Abracadabra!

Enrolment + Quality =

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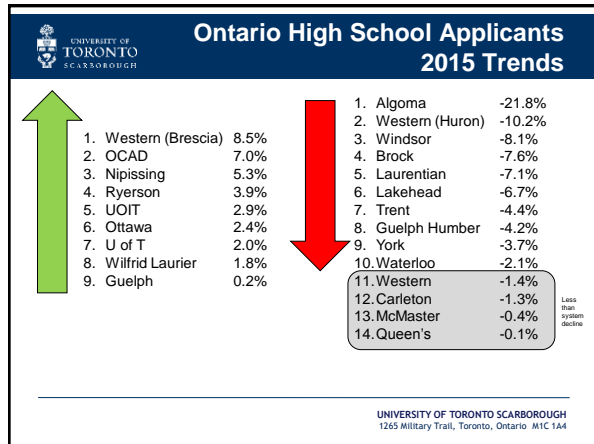


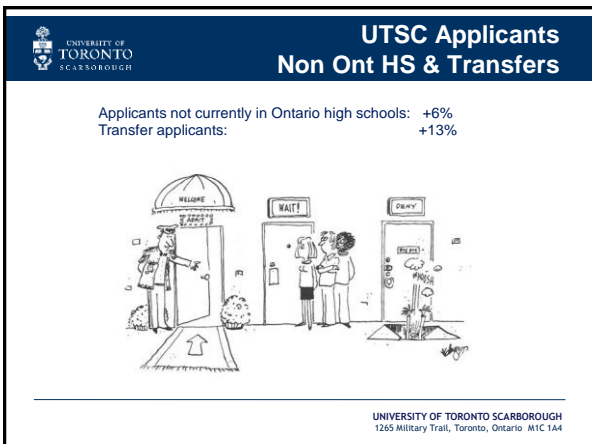
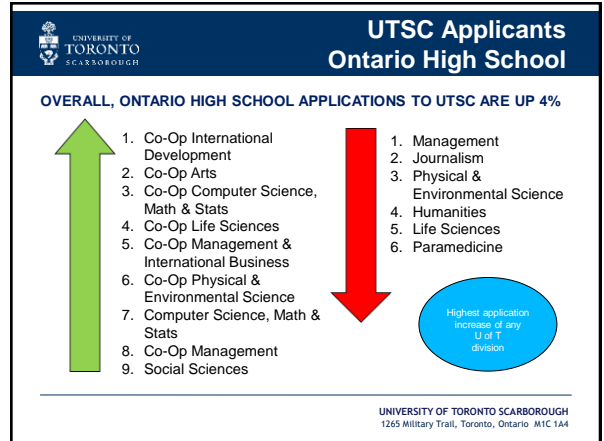
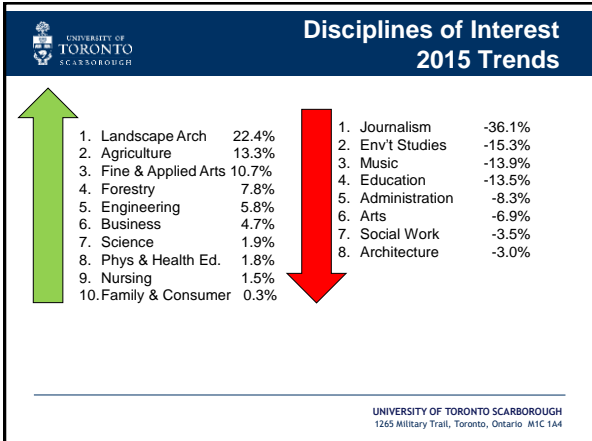
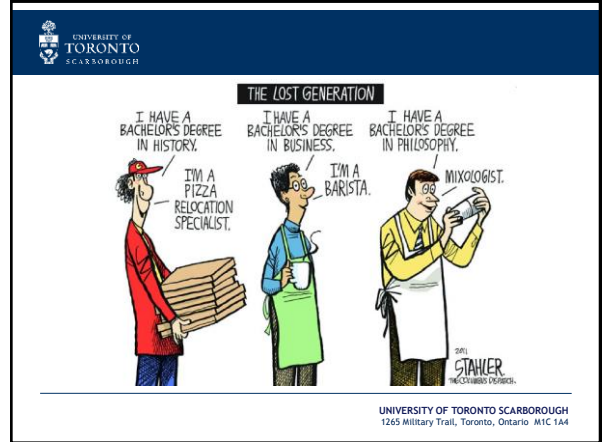
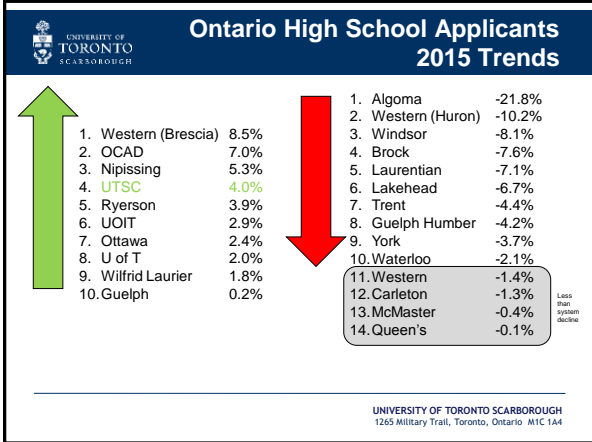
Ontario High School Applicants 2015 Trends

Ontario system decline in applications for the second year in a row.

The number of Ontario high school students applying for 2015 entry to Ontario universities has decreased by 1.8%.

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Opportunities

- Local international students
- Exploring new international markets
- Academic English programs
- Younger grade students
- UTSC/Seneca Liberal Arts transfer program
- Collaboration with local school boards
- Combined bachelor/masters programs
- Pan-Am and TPASC

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Admissions & Recruitment Projects

- Media rich elements for social media, web and presentations
- New supplementary application
- Enhanced discipline specific school group visits
- VIP Scholars
- Revised scholarship grid and application process
- Visiting high schools to teach curriculum
- Take U of T Home
- Counsellor Advisory Group (CAG)
- Expanded national recruitment presence
- Seneca redirect program

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Admissions & Recruitment

Academic Affairs Committee | April 27, 2015
Shelby Verboven, Director of Student Recruitment

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Academic Advising & Career Centre

Supporting Students'
Academic & Career Success



Holistic Model

UTSC's central advising department:

Academic Advising

Learning Skills Support

Career Development & Employment Support



UTSC: Vision for the Future

1. New and Emerging Areas of Scholarship: Lead thinking in traditional disciplines, and build new areas of scholarship
2. Innovative Research: Create and share new knowledge in new ways
3. Global Perspective: Harness the advantages of our local surroundings and global reach
4. Experiential Learning: Enhance learning through experiences on campus and beyond
5. Strong Foundations: Create strong interpersonal connections through the campus of tomorrow

AA&CC Overview

Academic, learning, career and employment support:

- Workshops
- Drop-in, 1-1 appointments & peer coaching
- Chat sessions & social media
- Fairs, panels & sessions
- Pillar Programming
- Experiential learning

→ Foster UTSC community of practice

AA&CC Highlights 2014

- 13,126 students attended our 394 events & workshops
- 4,104 unique students in appointments
 - 8,911 appointments total
- 2,262 incoming students 755 parents & guests attended Get Started
 - 6,264 slices of pizza!!
- 4th most visited website at UTSC
- 51 paid student staff positions



Pillar Programming

- Get Started
- Hire Power
- Choosing Your Program
- Academic Integrity Matters (AIM)
- In-class workshops



Experiential Learning



- Extern
- In the Field
- Partners in Leadership
- Networking panels & events

Moving Forward

- Academic specialties & embedding
- Student success initiatives
- Employer & alumni engagement
- Research catalogue
- Resource development



Thank You!

Questions

UTSC Research Performance 2009-2015

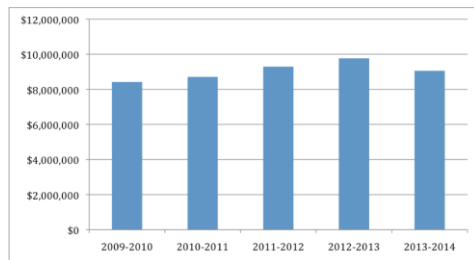
University of Toronto Scarborough
Malcolm M. Campbell
Vice-Principal Research

UTSC Research Oversight Pre-2009

- ▶ UTSC VPR Office established 2005
- ▶ 1.5 Personnel
- ▶ Incredible campus growth – research oversight not scaled
- ▶ Outmoded, overtaxed
- ▶ *Ad hoc*, reactive decision-making

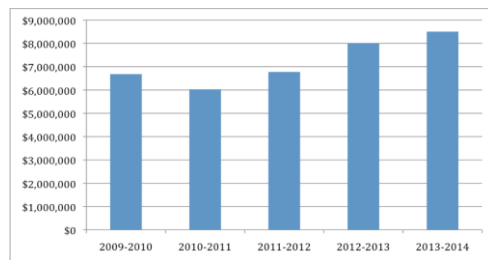
UTSC Annual Research Funding

Total



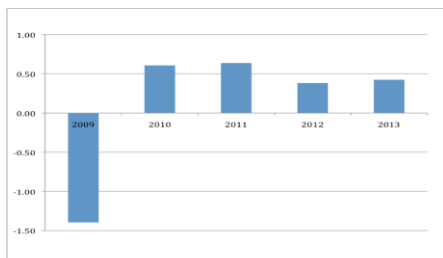
UTSC Annual Research Funding

Total, with CFI & Federal Indirect Costs Removed



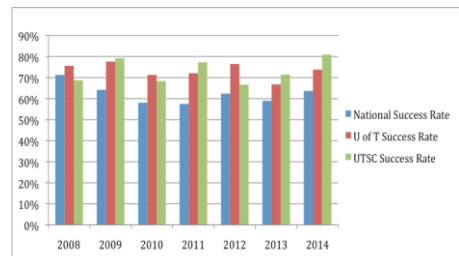
UTSC Annual Research Funding

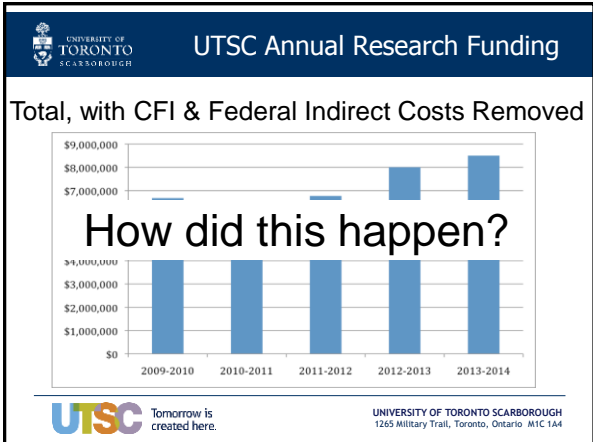
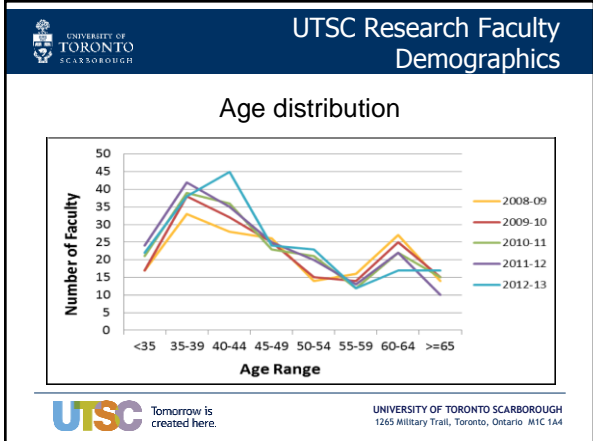
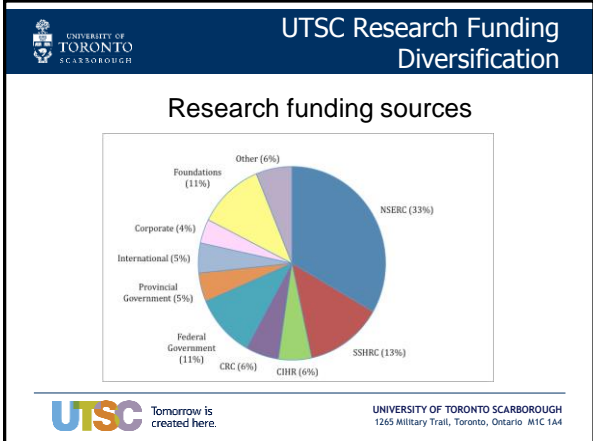
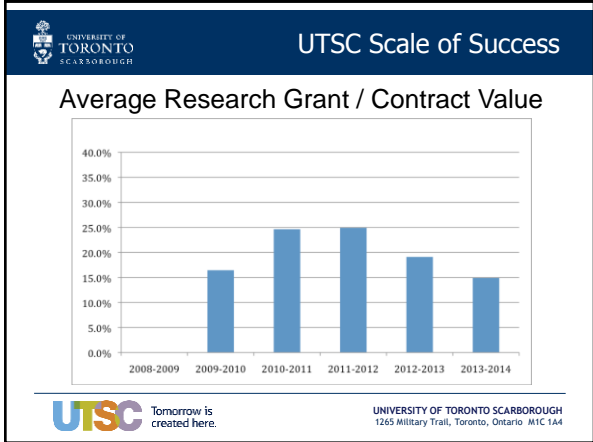
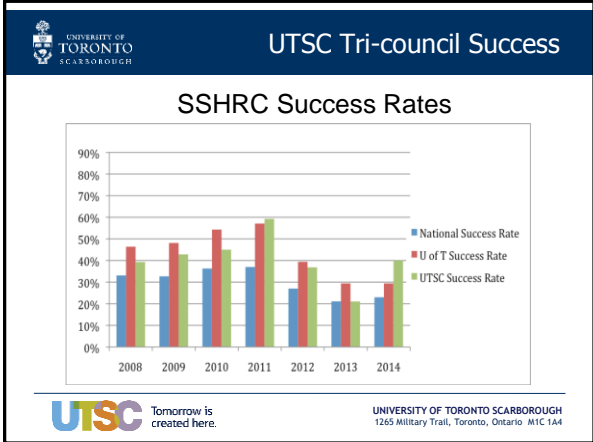
Change relative to University of Toronto



UTSC Tri-council Success

NSERC Success Rates





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Exceptional staff

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Exceptional students

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Exceptional infrastructure

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Research that resonates

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Promoting research culture

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New ways of doing things

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Research Competitiveness Fund 2011-2015

- Applications: 117
- Funded: 67
- Success rate: 57%
- Total funding: \$679,440
- Leveraged (external) funding: \$2,751,706
- Return on investment: 5.5 (on \$441,272 awarded)
- Number of HQP trained: 64 (32 u/g, 30 grad, 2 other)
- Number of conferences reports supported: 8
- Number of verified publications: 4

to 2015

to 2014

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Research Competitiveness Fund

Applications by Discipline: 2011-2014

Discipline	Percentage
Life & Physical Sciences	42%
Social Sciences	44%
Humanities	13%

Awards by Discipline: 2011-2014

Discipline	Percentage
Life & Physical Sciences	51%
Social Sciences	37%
Humanities	12%

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UTSC VPR Office

Debbie Bilinski
Director, Research Operations


Valeria Guido-Taylor
Research Operations & Finance Officer

Suzanne Jaeger
Research Partnerships & Innovation Officer

Kristine Peruzzi
Assistant to UTSC VPR


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UTSC Research Oversight Post-2009


- ▶ Strategic decision making
 - ▶ Consultative
 - ▶ Transparent
 - ▶ Accountable
- ▶ Capacity building – investment in people, infrastructure, supports
- ▶ Culture building – honour diverse research cultures
- ▶ Increased engagement with stakeholders

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Recommendations: UTSC Research

- ▶ Broaden faculty participation in research at UTSC
 - ▶ extend research competitiveness to encompass a broader range of UTSC researchers
- ▶ Enhance student engagement in research
 - ▶ better embed research in UTSC's academic mission, focusing on enhanced student participation in the research enterprise & research team building
- ▶ Build centres of research excellence
 - ▶ capitalise on centres of research excellence that have emerged as a consequence of targeted campus growth
- ▶ Build research reputation through knowledge mobilisation
 - ▶ enhance UTSC's capacity to mobilise research successes to a broader community, to elevate the campus reputation and to align with the division's aim to undertake research that is resonant with and relevant to the world beyond academe.

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Questions?

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