



University of Toronto Scarborough Campus Council

CAMPUS AFFAIRS COMMITTEE

Wednesday, March 26, 2014

4:00 p.m.

UTSC Council Chamber, Arts and Administration Building, Room AA 160

1265 Military Trail

AGENDA

- 1. Chair's Remarks**
- 2. Voting Assessors Reports**
- 3. UTSC Strategic Plan*** (*for recommendation*)

Be It Recommended to University of Toronto Scarborough Campus Council,

THAT subject to confirmation by the Executive Committee,

THAT "The Five Strategic Directions" detailed on pages 11 to 15 of the University of Toronto Scarborough Strategic Plan, as proposed in the documentation from the Interim Vice-President and Principal, Professor Bruce Kidd, dated March 18, 2014, be approved in principle, effective July 1, 2014.

- 4. Student Societies: Request for Fee Increases*** (*for approval*)

Be it Recommended to the University of Toronto Scarborough Campus Council,

THAT subject to confirmation by the Executive Committee,

THAT beginning in the Fall 2014 session, the SCSU fee be increased as follows:
(a) an increase of \$0.55 per session in the Student Centre portion of the fee (\$0.25 part-time)

* Documentation Attached

** Documentation for consent included. This item will be given consideration by the committee only if a member so requests. Members with questions or who would like a consent item discussed by the Committee are invited to notify the Secretary, Ms Amorell Saunders N'Daw at least 24 hours in advance of the meeting by telephone at 416-287-5639 or email at saunders@utsc.utoronto.ca

*** Documentation is to follow

UTSC Campus Affairs Committee- Wednesday, March 26, 2014

CONSENT AGENDA**

- 5. Report of the Previous Meeting: Report 4 – February 12, 2014* (for approval)**
 - 6. Business Arising from the Report of the Previous Meeting**
 - 7. Date of the Next Meeting – Wednesday, April 30, 2014**
-

8. Other Business

* Documentation Attached

** Documentation for consent included. This item will be given consideration by the committee only if a member so requests. Members with questions or who would like a consent item discussed by the Committee are invited to notify the Secretary, Ms Amorell Saunders N'Daw at least 24 hours in advance of the meeting by telephone at 416-287-5639 or email at saunders@utsc.utoronto.ca

*** Documentation is to follow



FOR RECOMMENDATION

PUBLIC

OPEN SESSION

TO: UTSC Campus Affairs Committee

SPONSOR: Andrew Arifuzzaman, Chief Administrative Officer
CONTACT INFO: 416-287-7108, Andrew.arifuzzaman@utoronto.ca

PRESENTER: See Sponsor
CONTACT INFO:

DATE: March 18, 2018 for March 26, 2014

AGENDA ITEM: 3

ITEM IDENTIFICATION:

UTSC Strategic Plan

JURISDICTIONAL INFORMATION:

Section 4. of the Campus Affairs Committee’s Terms of Reference provides that the Committee “is concerned with matters that directly concern the quality of student and campus life. The Committee is also responsible for monitoring, reviewing and making recommendations concerning a broad range of planning issues and priorities and for the use of campus resources.” Section 5.9 states that the Committee receives its assessors, “reports on matters within its areas of responsibility, including statements of current issues, opportunities and problems, and recommendations for changes in policies, plans or priorities that would address such issues.”

GOVERNANCE PATH:

1. UTSC Academic Affairs Committee [For Information] (March 25, 2014)
2. **UTSC Campus Affairs Committee [For Recommendation] (March 26, 2014)**
3. Campus Council [For Approval] (April 24, 2014)
4. Executive Committee [For Confirmation] (May 12, 2014)

PREVIOUS ACTION TAKEN:

The UTSC Academic Affairs Committee received the UTSC Strategic Plan for information at its meeting held on Tuesday, March 25, 2014.

HIGHLIGHTS:

The 2014 UTSC five year Strategic Plan is the new updated document that will replace the 2008 UTSC Strategic Plan. The past five years have seen tremendous achievements by our people and

a forward thinking transformation of our campus with the broader context of our University. The strategy builds on those achievements, sharpens our focus and prepares us for greater success and strength in a changing and dynamic post-secondary environment.

The newly updated Strategic Plan is a result of extensive consultation with various stakeholders within the UTSC campus community. It is the integration of those discussions that brings forth the newly updated Strategic Plan.

The UTSC Strategic Plan outlines the following:

- Trends in Post-Secondary Education
- Context for the University of Toronto
- Context for the University of Toronto Scarborough
- The Five UTSC Strategic Directions and their Corresponding Priorities
 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

FINANCIAL IMPLICATIONS:

There are no net direct implications for the campus' operating budget from this proposal.

Any financial implications arising from the strategic directions and priorities emerging from the Strategic Plan will be considered in due course as part of specific proposals that will be brought forward to governance.

RECOMMENDATION:

Be It Recommended to University of Toronto Scarborough Campus Council,

THAT subject to confirmation by the Executive Committee,

THAT “The Five Strategic Directions” detailed on pages 11 to 15 of the *University of Toronto Scarborough Strategic Plan*, as proposed in the documentation from the Interim Vice-President and Principal, Professor Bruce Kidd, dated March 18, 2014, be approved in principle, effective July 1, 2014.

DOCUMENTATION PROVIDED:

UTSC Strategic Plan

UTSC Strategic Plan Presentation



UTSC STRATEGIC PLAN

INSIDE

4
TRENDS IN
POST-SECONDARY
EDUCATION

6
U OF T
UTSC

BUILDING ON OUR STRENGTHS

This is an exciting time for UTSC. The past five years have seen tremendous achievements by our people and a forward-looking transformation of our campus, within the broader context of our university.

This strategy builds upon those achievements, sharpens our focus, and prepares us for greater success and strength in a changing and dynamic post-secondary environment.

The future we are building today at UTSC is not simply for the next five years – it is for the next fifty years, and beyond.

ENVIRONMENTAL CONTEXT

Our context is dynamic and full of both challenges and opportunities. We are excited for the future, and this bold plan sets us on a course to fully realize our potential as a campus of one of the strongest research and teaching universities in North America – while helping us to overcome any obstacles on the path to success.

8

VISION, MISSION,
& GUIDING
PRINCIPLES

10

STRATEGIC
DIRECTIONS &
PRIORITIES

TRENDS IN POST-SECONDARY EDUCATION

GROWTH OF INTERNATIONAL COMMUNITIES & INTERNATIONAL STUDENTS IN CANADA

Canada, and its student population, is becoming increasingly diverse. Fifty per cent¹ of those living in the Toronto region were born outside of Canada, an astonishingly high proportion unequalled anywhere else in the world. This growing diversity has helped make Canada and Toronto more specifically one of the most attractive destinations for international students and there is an opportunity to build on this

momentum to better position Canada, and UTSC, as a leading destination for post-secondary education that caters to diverse student populations. In January 2014, the Government of Canada announced funding for a new program that will see more than 450,000 international students and researchers enrolled in Canadian universities by 2022.²



RELEVANCE OF A UNIVERSITY EDUCATION

University education pays off. A survey conducted for the Ministry of Training, Colleges and Universities found that graduates of Ontario's undergraduate university programs have higher employment rates and higher incomes than people with any other level of education.³ And not only are they more gainfully employed, two years after graduation, 82 per cent of graduates report that their employment is related to their degree. A Gandalf Group survey

released by the Council of Ontario Universities in January 2014 shows Ontarians consider universities' contributions to society essential. UTSC, as a campus of the University of Toronto and together with peers in the sector, needs to communicate the benefits of its undergraduate degrees, and how its perspective on learning and critical thinking helps prepare students not just for one job, but for their entire professional lives.



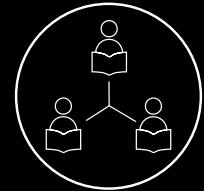
1. http://www.toronto.ca/toronto_facts/diversity.htm
2. <http://www.international.gc.ca/media/comm/news-communiqués/2014/01/15a.aspx?lang=eng>
3. <http://cou.on.ca/news/media-releases/pdfs/2012gradsurvey>



CHANGING NATURE OF HOW STUDENTS LEARN

The majority of undergraduates today were born into a uniquely tech-driven world. Growing up with technology has largely shaped the way in which these students learn: they desire flexibility, are highly social and collaborative, and look to technology to support their learning. Additionally,

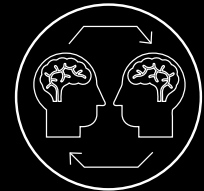
they are motivated by solving real-world problems and prefer to do, rather than to listen. Learning in the 21st century requires an adept use of technology, and global collaboration, and UTSC should continue to provide these opportunities to students both in and out of the classroom.



EVOLVING COMPETITION FOR POST-SECONDARY EDUCATION

The way in which education is delivered is changing. Advances in on-line learning, and the rise of wholly new forms of education such as MOOCs and inverted classrooms are exciting developments that will increasingly require us to find new pedagogically sound ways of delivering the curriculum and interacting with students. UTSC has taken a prominent and leading position on this front. Technology is a powerful

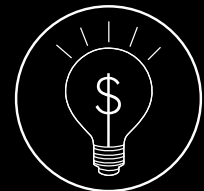
educational enabler, however it is no substitute for the classroom experience. Deep and legitimate concerns over the deskilling of faculty, the commercialization of knowledge, intellectual property rights, and the nature of the student-teacher relationship must be understood and taken seriously. Broad buy-in and participation is key to ensuring that scholars remain in control of pedagogical activity.



FUNDING CHALLENGES

Funding is declining. Tuition rates struggle to keep up with inflation and there has been an across-the-board reduction in grants. We are actively looking to find alternative sources for capital investments, while developing innovative solutions to manage

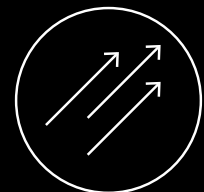
our operating budget. We know that our financial situation is not unique and that's why we are ready to take on more students, as the government plans to increase university spaces in the GTA by 60,000 students.



CHANGING MARKET DEMANDS

Labour markets are evolving within the context of a knowledge-based economy, and will require a highly skilled and adaptable workforce in order to grow and compete globally. As a result, there is a need for more and better graduate and post-graduate professional programs. UTSC's Masters in Environmental Science is a prime example of a successful graduate

program that trains well-qualified students who immediately make a contribution: 98 per cent of graduates are hired within months of graduation with an average starting salary just shy of \$100,000. The opportunity in post-graduate programs is real, and is worth exploring for further opportunities.



INCREASING COMPETITION FOR DONOR DOLLARS

The evolution of philanthropy in Canada is remarkable in that the number of organizations that rely on external support has increased significantly in recent decades. While UTSC faces some fundraising challenges due to a relatively small and young alumni base (half of our alumni are under age 44) who are not yet in a position to support the campus in a significant way, fundraising is likely to see significant upside as our alumni base grows. While UTSC has enjoyed modest incremental external support since our last campaign, it is increasingly critical to secure philanthropic gifts in the face of declining grants and constrained tuitions. However there is more to Advancement

than simply closing the gap. Advancement promotes active engagement and partnerships with the campus that fuel innovation. As education becomes more necessary, philanthropic support enables the university and our campus to maintain a high level of excellence while ensuring accessibility to the widest possible group of students. We share with our alumni and partners the values for growing levels of educational attainment that translate into robust economies, productive workforces, and a vibrant society; the contribution to the public good through creating new knowledge, and to the quality of life through UTSC's service to the community.



UNIVERSITY OF TORONTO

NEW LEADERSHIP & STRATEGY

The University of Toronto has new leadership with the installation of Professor Meric Gertler as its 16th President. In addition to celebrating and reaffirming the University's continued commitment to research, Prof. Gertler, in his Installation Address, has laid out a new three-pronged strategy for the university.

COMMUNITY BUILDING

There is an opportunity to shape the University's role in building vibrant communities – within the GTA and with colleagues around the world. Our campus is open to our neighbours and civic partners. Together we strive to make our region a better place to live, work and prosper, ensuring that our physical development plans support the academic needs of the university and also address the needs and aspirations of the many communities we serve.

INTERNATIONAL OUTREACH

Beyond the local community, the University of Toronto will develop and deepen relationships with international partners, providing access to fantastic research opportunities for faculty and staff, and fostering student mobility and faculty exchanges, as well as joint research projects, joint conferences, joint teaching and perhaps even joint degrees. This strategic initiative encourages students to become global citizens, and promises to bring this new experience and expertise to Toronto.

RE-EXAMINING AND RE-INVENTING UNDERGRADUATE EDUCATION

In response to the rise of digital technologies and the pressure to produce job-ready graduates, the University of Toronto needs to reaffirm the enduring value of a broad liberal arts education, and also ask how we can help our graduates extract the full benefit from that education. We need to demonstrate more clearly how the education we provide prepares our graduates for a lifetime of success and fulfillment, while also contributing to the economic, social and political success of the region, province, nation and the world. Specific priorities include supporting growing interest in entrepreneurial activity and providing more opportunities to study in professional programs. Additionally, the university will continue to build on its efforts to offer students enhanced experiential, service learning, research, and international opportunities.





UNIVERSITY OF TORONTO SCARBOROUGH

AN EXCEPTIONAL STUDENT BODY

UTSC is located in one of the country's most diverse and multicultural communities, and our student body reflects this. Many of our students are either first or second generation Canadians. They tend to live at home and commute relatively long distances to get to campus. Throughout the execution of

this strategy it will be important to understand students in the context of their broader lives—beyond their scholastic work on campus. Our students often work part-time or full-time, and have connections to multiple cultures, all of which have implications for their life at UTSC.

PLANS FOR GROWTH

As a part of an overall plan to increase the student population on campus, UTSC has planned aggressive first-year intake growth of 10 per cent in 2014-15 and 2015-16. In 2013, UTSC's first-year intake consisted of 17.4 per cent international students, which was almost double the Canadian average. We expect continued success recruiting international students over the next five years while total undergraduate enrolment is expected to grow 19 per cent by 2018-2019. In this same timeframe, we expect graduate enrolment to see 75 per cent growth alongside faculty and staff increases by 16 per cent and 11 per cent respectively.

of the six programs for which enrolment is in decline. We have an opportunity to realign our programs, responding to prospective student interest and further increase our enrolment.

Demand for certain program areas provides UTSC with both challenges and opportunities. UTSC is the only U of T campus to offer three of the top ten system-wide programs enjoying increasing numbers of applications. Conversely, UTSC offers four

New Environmental Science and Chemistry Building
UTSC recently began construction of our new Environmental Science and Chemistry Building, which will be a science education and research hub on our north campus. The 110,000-square-foot facility is targeting LEED Gold certification with features including geothermal boreholes, and other innovative design solutions for a sustainable and highly flexible research and study space. The story this building tells of our commitment to the environment is one of many we will share in the future.

LEARNING OUTSIDE THE CLASSROOM

UTSC values active, hands-on learning, and has hired new faculty who are both leading researchers and outstanding classroom teachers. Pedagogical innovation is a theme across all of our departments and centres. We also acknowledge the value of experiential learning: co-op programs are thriving and experiential programs are diversifying. We have expanded volunteer opportu-

nities for students on campus and in the community through the Department of Student Life by adding 75 work-study positions and 700 volunteer opportunities over the last few years. Additionally, by working with community partners such as East Scarborough Storefront, UTSC has facilitated close to 70 students per year working with local agencies and community groups.

MOVING FORWARD

We are proud of the many advances our campus has made. It's now time to move beyond the boundaries of our campus and share our success, our progress, and the opportunities we are

pursuing with all those around us. This plan is the first step on our journey and we are excited for the work ahead as we are confident in our ability to succeed.



UNIVERSITY OF TORONTO'S MISSION

The University of Toronto is committed to being an internationally significant research university, with undergraduate, graduate and professional programs of excellent quality.

As the university's eastern campus within the GTA, UTSC contributes to achieving the U of T mission. Our vision articulates our broad and aspirational image of the future. At UTSC, we believe that university campuses are places where incredible learning and discovery can occur. The experiences and breakthrough thinking we achieve are not simply a function of personal research work and reading learning material. They are made more powerful, impactful and meaningful through energetic exchanges within an inspirational environment.

As part of the tri-campus system of Canada's leading university, our vision is to be the leader in fostering innovative approaches to research and learning.

Our campus mission statement defines our core purpose and function. We believe that knowledge can change the world. We are a home for groundbreaking research, and a centre for enriching student experiences that prepare our graduates for tomorrow's economy.

Our piece of the U of T mission is to be a world-leading centre of research and intellectual growth anchored in the eastern Greater Toronto Area.

GUIDING PRINCIPLES

Our guiding principles capture our core values and beliefs, and describe how they manifest themselves culturally and attitudinally. They exist through our actions, our ethos, and our work with one another. They are:

- Seek new and innovative ways to teach and learn.
- Share our knowledge and breakthroughs.
- Welcome unanticipated learning.
- Make the university campus experience more meaningful and profound.
- Celebrate diversity of perspective and thought process.
- Focus on the possibilities of tomorrow, and not the constraints of today.
- Achieve global impact – taking our approaches and ideas into our local community and our global community, and bringing these communities to our campus.





OUR STRATEGIC DIRECTIONS & THEIR CORRESPONDING PRIORITIES

The following provides an overview of our strategic directions, and a description of what they mean within the context of UTSC.



1

NEW & EMERGING AREAS OF SCHOLARSHIP

Lead thinking in traditional disciplines, and build new areas of scholarship

This strategic direction focuses on building and deepening our existing strengths. By establishing our university as a leader in specific fields, we will attract top quality students with interests in these emerging and exciting areas of study.

OUR PRIORITIES:

- Defining opportunities that capture the evolving interests of faculty and students, while ensuring the sustainability of new programs. Growing and building upon our existing strengths will include a process of surveying the interests of

faculty and future students. Our goal is to experiment, innovate, and to build education experiences in emerging areas of interest for students, while creating programming that is aligned with demand.

- Building critical mass of research and teaching faculty in our new and emerging areas of scholarship. The focus of this priority is the recruitment, support and stewardship of leading faculty from across Canada and around the world to grow and entrench UTSC's recognized expertise in the new and emerging areas that are identified.



2

INNOVATIVE RESEARCH

Create and share new knowledge in new ways

New discoveries and groundbreaking ideas drive our faculty and inspire our students – undergraduate and graduate alike. This strategic priority focuses on our growing research platform. It also focuses on sharing our achievements and breakthroughs in meaningful and relevant ways with our colleagues across departments and campuses, with members of our communities, and with people around the world.

OUR PRIORITIES:

- **Building our research capacity.** Research leadership requires faculty to devote considerable time, energy and resources to their fields of interest. This priority honours that commitment. It will focus on the acquisition and stewardship of equipment and other research resources, as well as recruitment and support of staff and faculty that propel discovery.
- **Elevating our diverse research cultures.** While UTSC researchers are united in their passion and dedication to

advancing their fields, there are different research cultures that help to inspire the efforts of our researchers across our campus. This priority acknowledges and builds on our diverse research cultures, celebrating them as strength of our university system.

- **Enriching student experience through research engagement.** We aspire to provide students with opportunities to participate in academic research. Our aim is to forge meaningful, productive research partnerships between our faculty and our students, and between our post-graduate and undergraduate students.
- **Sharing our ideas in ways that resonate.** Beyond developing new and exciting ideas, articulating and sharing them in ways that resonate broadly is a central component of our research enterprise. Our impact is a function, in part, of our skill in helping others to genuinely understand and act upon our discoveries.



3

GLOBAL PERSPECTIVE

Harness the advantages of our local surroundings and global reach

The concept of global perspective is central to UTSC. Our global perspective leverages the uniqueness of our local community, and we welcome scholars and researchers from around the world – spreading our ethos that is founded in the Canadian experience.

OUR PRIORITIES:

- **Strengthening and recognizing the role of our global perspective.** This priority focuses on bringing global perspectives and an understanding of other worldviews into our research and teaching, when and where appropriate.
- **Collaborating with our local communities.** Our location within one of the most culturally diverse communities in the world is a tremendous strength. It presents opportunities to enhance research and teaching efforts for the university, and strengthen the communities that surround us. This priority encourages outreach into our communities, and encourages us to open our doors so they can benefit from our campus and its surroundings.
- **Establishing a global presence.** We have already begun to reach through and beyond our local communities and across the world – building global awareness of and interest in UTSC. This priority will focus on being strategic in our international outreach through the development of partnerships, recruitment efforts, and advancement activities.



4

EXPERIENTIAL LEARNING

Enhance learning through experiences on campus and beyond

We must challenge ourselves to combine classroom and university campus learning, with opportunities to learn in the field. Campus-based, community, and face-to-face experience is core to what we do and we are committed to unlocking and enhancing this experience through technological and pedagogical platforms. This strategic direction recognizes the power and richness of the campus experience, and encourages fresh thinking in not only what people learn, but also where and how that learning can be enhanced.

OUR PRIORITIES:

- Helping students bring knowledge to life. We want our students to experience academic, research, and hands-on learning to gain greater perspective on the direct and lateral applications of their course and program content. This priority focuses on enhancing the direct and indirect applications of what our students learn within our curricula.
- Leveraging our partners to create opportunities for students. There are local, national and international opportunities for our students to complement their on-campus experiences. This priority is focused on creating mutual benefit between our students and employers, along with other organizations and environments that enhance learning and introduce UTSC students to new experiences.
- Creating extra-curricular opportunities for students to practice, share and grow. Beyond curricular and co-curricular programs, part of what makes a university experience so powerful and memorable are extra-curriculars. This priority is about creating learning experiences where students can present, test and debate ideas with peers. We also believe in the importance and value of giving back, so we encourage our students to apply their knowledge through service learning, where they can freely employ their talents for the betterment of our community— and world.



5

STRONG FOUNDATIONS

Create strong interpersonal connections through the campus of tomorrow

From believing that universities should be homes to great architecture, to fostering a culture that is both ambitious and welcoming, we are building upon existing foundations that are strong. This priority is about supporting all of our other strategic directions by creating and enhancing the culture, buildings, infrastructure, and tools our students and faculty need.

OUR PRIORITIES:

- Fostering a culture and support system that brings students to our university, and helps them to succeed. This priority is about nurturing the welcoming and ambitious culture we have built on our campus, and providing the services and supports that allow our culture to thrive and our students to succeed.
- Attracting, developing, and retaining faculty and staff. This priority is about being targeted in our hiring activities. It is also related to ensuring that is also related to ensuring that we have a vibrant internal culture, and supports in place that are designed to help people succeed.
- Providing the infrastructure and physical environment people need to do their best work. This priority is about ensuring we have the technology, functional spaces, and physical environment to help our people do their best work.
- Creating buildings that tell stories. Our campus inspires people. The beauty of our natural surroundings is enhanced by a tradition of architectural excellence that goes back fifty years. This priority builds upon that tradition, ensuring that the master planning and growth of our campus builds upon and leverages that heritage and strength.
- Being well resourced financially to achieve our ambitious plans and deliver on our mission. With a strong financial position, we can not only achieve our ambitious plans, but also reach beyond them. This priority is about creating innovative solutions that grow our funding, manage our costs prudently and deliver on our ambitious advancement targets.
- Making UTSC a core aspect of the personal identity of our students, faculty, alumni and emeriti, and staff throughout their lives. This priority is about ensuring that the pride people feel in their affiliation and association with UTSC is of life-long duration.



Dated: March 18, 2014



UNIVERSITY OF
TORONTO
SCARBOROUGH

1264 Military Trail, Toronto, Ontario M1C 1A4 | Tel 416-287-8872 | info@utsc.utoronto.ca



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Campus Affairs Committee

SPONSOR: Mr. Desmond Pouyat, Dean of Student Affairs
CONTACT INFO: (416) 287-7673, dpouyat@utsc.utoronto.ca

PRESENTER: See Sponsor
CONTACT INFO:

DATE: March 17, 2014 for March 26, 2014

AGENDA ITEM: 4

ITEM IDENTIFICATION:

Compulsory Non-Academic Incidental Fees – Student Society Fees: UTSC Student Society Proposals for Fee Increases.

JURISDICTIONAL INFORMATION:

Section 5.1 of the Campus Affairs Committee Terms of Reference lists student societies and compulsory non-academic incidental fees among the Committee’s areas of responsibility.

Sections 5.4.1 and 5.4.2 provide that compulsory non-academic incidental fees for representative student committees and divisional student societies “are approved by the UTSC Council on the recommendation of the UTSC Campus Affairs Committee.”

For additional jurisdictional and procedural information, see the Cover Sheet for Item 6 in the documentation for the UTSC Campus Affairs Committee meeting held on February 12, 2014 [[Link To Documentation](#)].

GOVERNANCE PATH:

1. **UTSC Campus Affairs Committee [For Recommendation] (March 26, 2014)**
2. UTSC Campus Council [For Approval] (April 24, 2014)
3. University Affairs Board [For Information] (April 29, 2014)
4. Executive Committee [For Confirmation] (May 12, 2014)

PREVIOUS ACTION TAKEN:

The Committee recommended changes to the Scarborough Campus Students' Union (SCSU) fee on February 12, 2014. The UTSC Campus Council approved these changes on March 4, 2014 and the Executive Committee will consider confirmation of the Council's decision on March 27, 2014.

HIGHLIGHTS:

Further to the changes considered and recommended for approval at the previous meeting, one additional increase is sought in the **Scarborough Campus Students' Union (SCSU)** fee charged on its behalf by the University.

This particular increase was, in fact, included in the documentation for the previous meeting with respect to the relevant agenda Item. It was listed in the memorandum from Mr. Pouyat among the fee requests as follows:

- v. A cost of living increase in the Student Centre portion of the fee.*

At its meeting to be held on February 28, 2014, the SCSU Board will consider a resolution to request a cost of living increase to the Student Centre portion of the fee.

In the course of considering this request, the Office of the Vice-Provost, Students & First-Entry Divisions has not received any complaints concerning the process leading up to the request.

However, the provision for the actual increase of \$0.55 per session (\$0.25 part-time) was inadvertently omitted from the text of the resolution considered by the Committee.

Along with the previous requests from SCSU, this request was reviewed by the Office of the Vice-Provost, Students and First-Entry Divisions in light of the requirements of the *Policy for Compulsory Non-Academic Incidental Fees* and is found to be in compliance. Therefore, the request is recommended for approval.

FINANCIAL IMPLICATIONS:

There are no net implications for the campus' operating budget.

RECOMMENDATION:

Be it Recommended to the University of Toronto Scarborough Campus Council,

THAT subject to confirmation by the Executive Committee,

THAT beginning in the Fall 2014 session, the SCSU fee be increased as follows: (a) an increase of \$0.55 per session in the Student Centre portion of the fee (\$0.25 part-time).

DOCUMENTATION PROVIDED:

See Documentation Provided for Item 6 for the February 12, 2014 meeting of the Campus Affairs Committee 2014 beginning on page 188.

<http://www.utsc.utoronto.ca/governance/sites/utsc.utoronto.ca.governance/files/u10/CAC%20Feb%2012th.pdf>.

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 4 OF THE CAMPUS AFFAIRS COMMITTEE

February 12, 2014

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

Your committee reports that it met on Wednesday, February 12, 2014 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Ms Sue Graham-Nutter (Chair)
Ms Marilyn Kwan (Vice-Chair)
Professor Rick Halpern, Dean and Vice-Principal (Academic)
Mr. Andrew Arifuzzaman, Chief Administrative Officer
Mr. Desmond Pouyat, Dean of Student Affairs
Ms Sara Allain
Ms Erin Bradford
Professor Jonathan S. Cant
Mr. Ommer Chohan
Ms Precia Darshan
Ms Kathy Fellowes
Mr. Roger Francis
Professor William A. Gough
Professor Ken W.F. Howard
Ms Lydia V.E. Lampers-Wallner
Mr. Kevin Ramlal
Mr. Filippo Raso
Mr. Tony Rupnaraine
Professor Erin L. Webster

Non-Voting Assessors:

Ms Helen Morissette
Ms Kim Richard

Secretariat:

Mr. Jim Delaney
Ms Amorell Saunders N'Daw
Ms Rena Parsan

Regrets:

Ms Hivin Alarashi
Dr. Tarun Dewan
Ms Nicole Dionisio
Ms Sarah Fedko
Ms Hannah Yukari Hori
Ms Nancy Lee
Professor Stephen G. Reid
Dr. Effie Sauer
Dr. Zohreb Shahbazi
Professor Lucan Way

REPORT NUMBER 4 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- February 12, 2014

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In attendance:

Ms Jacinta Crasta, Financial Officer, Department of Financial Services
Ms Joyce Hahn, Senior Financial Officer, Capital & Business Operation
Mr. Scott McRoberts, Director, Athletics and Recreation
Mr. Gary Pitcher, Director, Campus Safety, Issue and Emergency Management
Ms Meredith Strong, Director, Office of the Vice-Provost, Students and Student Policy Advisor
Ms Michelle Verbrugge Director, Student Housing and Residence Life
Ms Frances Wdowczyk, Director, Business Development & Special Advisor to the CAO
Ms Sarah Worku, President, Scarborough Campus Students' Union

1. Chair's Remarks

The Chair welcomed members to the meeting. She reported that she attended the February 4, 2014 meeting of the University Affairs Board where there was a discussion on Compulsory Non-Academic Incidental Fees and a report from the Vice-Provost Students & First Entry Divisions regarding the Student Experience. She noted that none of the business was specific to UTSC.

2. Assessor Reports

There were no reports from the Assessors.

3. Operating Plans- UTSC Ancillary Services

The Chair invited Mr. Andrew Arifuzzaman, Chief Administrative Officer, to present the Operating Plans for the UTSC Ancillary Service that was being recommended to the Campus Council for approval on March 4, 2014. Mr. Arifuzzaman listed the four categories of service ancillaries at the University of Toronto Scarborough, which included: 1. Student Housing and Residence Life; 2. Retail and Conference Services; 3. Food and Beverage Services; 4. and Parking Services. The key objectives of these operations were: (i) to operate without subsidy from the operating budget; (ii) to provide for all costs of capital renewal, including deferred maintenance, furniture and equipment; (iii) having achieved the first two objectives, create and maintain a minimum operating reserve of 10 percent of annual expenditures; and (iv) having achieved the first three objectives, contribute net revenues to the operating budget). He reported that the service ancillaries projected revenues of \$10.7 million, which would primarily be applied to increasing reserve funds for capital renewal, operating, and new construction. He also reported capital expenditures of \$0.9 million in 2014-15 for repairs to residences, outer parking lot equipment and food outlets equipment. Mr. Arifuzzaman discussed a 5 per cent residence fee increase and 3 per cent fee increase to parking permit rates in 2014-15. A member asked whether other options were considered before increasing parking permit fees, and Mr. Arifuzzaman explained that ancillaries were responsible for generating their own capital, and using University capital dollars was not an ideal solution.

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On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the 2014-15 operating plans and budgets for the UTSC service ancillaries, as summarized in Schedule 1; the service ancillary capital budgets as summarized in Schedule 5; and the rates and fees in Schedule 6, as presented in the documentation provided by Andrew Arifuzzaman, Chief Administrative Officer, be approved, effective May 1, 2014.

4. Compulsory Non-academic Incidental Fees-Report and Analysis: 2013-14

The Chair introduced and invited Ms Meredith Strong, Director, Office of the Vice-Provost, Students and Student Policy Advisor, to present for information to the Committee the Compulsory Non-academic Incidental Fees-Report and Analysis: 2013-14. Ms Strong highlighted that the report was a consolidation of all compulsory non-academic incidental fees across the University including the federated colleges. She explained that increases to fees that fund University operated services were subject to the terms and conditions outlined in the *Policy for Compulsory Non-Academic Incidental Fees* and the *Protocol on Non-Tuition Fees* and that the services fees could be found in Schedule 2. Ms Strong also described the student society fees in Schedule 1 that were also subject to the *Policy for Compulsory Non-Academic Incidental Fees*. Lastly, she referred the Committee members to UTSC references within the report. The Chair inquired about Cross-Divisional Student Societies fees for UTSC and Ms Strong explained that UTSC is not a member of UTSU (University of Toronto Students' Union) and that SCSU (Scarborough Campus Students' Union) covers the cost for many services provided by UTSU.

5. Operating Plans- UTSC Student Affairs and Services

The Chair introduced and invited Mr. Desmond Pouyat, Dean of Student Affairs, to present the Operating Plans for UTSC Student Affairs and Services to the Committee.

a. Advice from the UTSC Council on Student Services (CSS)

Mr. Pouyat shared a brief summary regarding the Council on Student Services (CSS) process that led to the approval of operating plans and fees for Health and Wellness, Physical Education and Athletics, and Student Services at the January 30, 2014 meeting of CSS. He indicated that it was a fulsome process which ultimately led to a favourable vote at CSS, including from a majority of students for each operating plan. In consideration of the endorsement of the plans and fees by CSS, and pursuant to the terms of the *Protocol*, permanent year over year increases were proposed for each fee.

b. Operating Plans- UTSC Student Affairs and Services

Mr. Pouyat discussed the principles used to create the Student Affairs and Services operating

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plans, which included: building opportunities for students; building capacity where needed; strengthening programs and services; and preserving existing programs and services that have proved to be successful. He emphasized that the campus was continually growing and that the plans presented represent the current needs of students. Mr. Pouyat thanked Ms Sarah Worku, President of the SCSU and Chair of CSS for contributing to the process. He noted that the students appreciated the work from the administration and the rationale for the increased fees. A comment was made regarding the Athletics operating plan and why certain areas within the budget increased while others decreased. Mr. Arifuzzaman responded by explaining that it was due to a shift in the way dollars were allocated.

On motion duly move, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT, the 2014-15 operating plans and budgets for the UTSC Student Affairs and Services (including the Health & Counselling Centre, the Department of Physical Education, Athletics & Recreation, and Student Services), as presented in the documentation from Mr. Desmond Pouyat, Dean of Student Affairs, be approved; and

THAT the sessional Athletics & Recreation Fee for a UTSC-registered or UTSC-affiliated full-time student be increased to \$124.70 (\$24.94 for a part-time student), which represents a year-over-year permanent increase of \$8.70 (\$1.74 for a part-time student) or 7.5%; and

THAT the sessional Health Services Fee for a UTSC-registered or UTSC-affiliated full-time student be increased to \$61.90 (\$12.38 for a part-time student), which represents a year-over-year permanent increase of \$4.05 (\$0.81 for a part-time student) or 7.0%; and

THAT the sessional Student Services Fee for a UTSC-registered or UTSC-affiliated full-time student be increased to \$164.55 (\$32.91 for a part-time student), which represents a year-over-year permanent increase of \$6.78 (\$1.36 for a part-time student) or 4.3%.

6. Compulsory Non-Academic Incidental Fees: Student Societies- Request for Fee Increases

The Chair invited Mr. Pouyat to present the Compulsory Non-Academic Incidental Fees: Student Societies- Request for Fee Increases to the Committee for recommendation to the Campus Council on March 4, 2014. Mr. Pouyat explained that requests for fee changes were received by the Office of the Vice-Provost, Students and First-Entry Divisions who worked closely with his Office to advise on any fee requests received. Mr. Pouyat reported that the SCSU was requesting changes to fees, most of which were inflationary. A member asked whether the UTSC Sports and Recreation Centre levy fee was to contribute to the construction of the facility or to repay the debt. Mr. Arifuzzaman replied by stating that the levy would repay the debt. Another member

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commented on the difference in fees between the campuses, and Ms Strong explained that the fees are indicative of the local needs and special projects on each campus.

On motion duly moved, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT subject to (a) approval of the following fee increase proposals by Scarborough Campus Students' Union (SCSU) Board of Directors on February 28, 2014, and (b) notification in writing to the Office of the Vice-Provost, Students and First-Entry Divisions of the actual increases to the Accident & Prescription Drug Insurance Plan and Dental Plan portions of the fee no later than March 4, 2014;

THAT beginning in the Summer 2014 session, the SCSU fee be increased as follows: (a) an increase of \$95.01 per session (\$19.17 part-time) in the UTSC Sports & Recreation Centre Levy portion of the fee; and

THAT beginning in the Fall 2014 session, the SCSU fee be increased as follows: (a) an increase of \$0.37 per session in the Society membership portion of the fee (\$0.02 part-time), (b) an increase of \$0.11 per session (full-time only) in the CFS/CFS-O portion of the fee, (c) an increase of up to \$5.66 (full-time only) per session in the Accident & Prescription Drug Insurance Plan portion of the fee, (d) an increase of up to \$6.70 (full-time only) per session in the Dental Plan portion of the fee, and (e) continuation of the Student Refugee Program portion of the fee through the 2014-15 academic period.

CONSENT AGENDA

7. Report of the Previous Meeting: Report Number 3- January 7, 2014 (for approval)

8. Business Arising from the Report of the Previous Meeting

9. Date of the Next Meeting- Wednesday, March 26, 2014

On motion duly made, seconded, and carried,

YOUR COMMITTEE APPROVED,

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

The Chair reminded members that the next scheduled meeting of the Committee was on Wednesday, March 26, 2014 at 4:00 p.m.

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10. Other Business

There were no other items of business

The meeting adjourned at 4:49 p.m.

Secretary

Chair