



UTSC Campus Council

**Wednesday, May 27, 2015
4:00 p.m.-6:00 p.m.**

**UTSC Council Chamber, Arts and Administration Building, Room AA160
1265 Military Trail**

AGENDA
Open Session

- 1. Chair's Remarks**
- 2. Report of the Vice-President & Principal**
 - a. Student Presentation: Management Students Rise to the Competitive Challenge
- 3. Annual Report: Research** (*for information*)
- 4. Creation of the Culinaria Research Centre as an Extra-Departmental Unit C (EDU-C)** (*for approval*)

Be It Resolved,

THAT, the creation of the Culinaria Research Centre as an Extra-Departmental Unit C (EDU-C), as described in the proposal recommended by the Dean and Vice-Principal (Academic), Professor Rick Halpern, dated April 30, 2015, be approved effective July 1, 2015.

CONSENT AGENDA**

- 5. Report of the Previous Meeting:** Report Number 11 – Tuesday, April 21, 2015* (*for approval*)

* 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 to follow

+ Confidential documentation for members only attached

UTSC Campus Council- Wednesday, May 27, 2015

6. Business Arising from the Minutes of the Previous Meeting

7. Reports for Information

- a. Report Number 11 of the Agenda Committee (Thursday, April, 9 2015)*
- b. Report Number 10 of the Campus Affairs Committee (Wednesday, March 25, 2015)*

8. Date of the Next Meeting – Wednesday, October 14, 2015 at 4:00 p.m.

9. Other Business

10. Question Period

11. Reflections: Year in Review

IN CAMERA

12. Appointments: 2015-16 UTSC Campus Council Standing Committee Membership *+(for approval)*

* Documentation Attached

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OFFICE OF THE CAMPUS COUNCIL

FOR APPROVAL

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Ms Sue Graham-Nutter, Chair, UTSC Campus Affairs Committee
CONTACT INFO: campuscouncil@utsc.utoronto.ca

PRESENTER: See sponsor.
CONTACT INFO:

DATE: Wednesday, May 27, 2015

AGENDA ITEM: 4

ITEM IDENTIFICATION:

Creation of the Culinarium Research Centre as an Extra-Departmental Unit C (EDU-C)

JURISDICTIONAL INFORMATION:

Under section 5.1 of the *Terms of Reference*, UTSC Council is responsible for the “*Establishment, termination or restructuring of academic units.*” Under Section 5.2 of the *Terms of Reference* matters requiring the approval of UTSC Council include the “*Establishment, termination or restructuring of academic units.*”

GOVERNANCE PATH:

1. UTSC Campus Affairs Committee [For Recommendation] (April 29, 2015)
2. **UTSC Campus Council [For Approval] (May 27, 2015)**

PREVIOUS ACTION TAKEN:

On April 29, 2015, the UTSC Campus Affairs Committee recommended for approval the Creation of the Culinarium Research Centre as an Extra-Departmental Unit C (EDU-C).

*UTSC Campus Council – Creation of the Culinarium Research Centre
as an Extra-Departmental Unit C (EDU-C)*

HIGHLIGHTS:

The University of Toronto Scarborough (UTSC) is proposing the creation of the Culinarium Research Centre as a new Extra-Departmental Unit C. UTSC will be the Lead Division; the Dean and Vice-Principal (Academic) will assume active administrative and budgetary responsibility for the Centre, and will appoint a Director, who will be responsible for the administrative and financial operations of the Centre.

The Culinarium Research Centre is designed as a tri-campus hub to foster interdisciplinary research and scholarly interest in the field of Food Studies. Leveraging existing collaborations across the humanities and social sciences, it will become the home for field-defining research, innovative teaching, and public programming. It supports U of T President Meric Gertler's goals for the University through experiential learning, community partnerships, scholarly outreach, and international collaborations.

Intellectually and institutionally, the University of Toronto is already a hub for global food studies. The Centre will promote collaboration among key stakeholders and food studies scholars of diverse academic background, and provide an ideal academic forum for multi-disciplinary exchanges between faculty, postdoctoral fellows, graduate and undergraduate students, and key stakeholders engaged in the study of food. The Centre will administer an extensive residence program, engage public intellectuals and noted field and industry practitioners, and offer an internationally competitive postdoctoral fellows program. The Centre will contribute to graduate field in food history offered by the tri-campus graduate Department of History.

There are multiple rationales behind locating the Culinarium Research Centre on the UTSC campus. UTSC offers a strong foundation of food-centred teaching, research, and community connection. UTSC and the Scarborough community, with its diverse foodways, have become true partners in food research and education. UTSC faculty ranks include some of the world's leading experts in food studies, and the campus has a recognized ability to organize innovative events and public programming. The UTSC Library's Digital Scholarship Unit will support a range of documentary activities, the Cities Laboratory will provide both faculty and students with cutting edge technologies that will allow them to map and analyze various social and cultural dynamics, and the Kitchen Lab will support research and teaching in culinary ethnography, seminar meetings, cookbook authors/chefs in residence, and public events.

FINANCIAL IMPLICATIONS:

In the short term, the activities of the Culinarium Research Centre will be funded primarily through a Connaught Cross-Disciplinary/Cross-Cultural Seminar Grant running from 2015-17. This will be supplemented by the Canada Research Chair Program, and by any additional grant income that becomes available from SSHRC Partnership Grant and SSHRC Insight Grants proposals currently in preparation or under review.

*UTSC Campus Council – Creation of the Culinarium Research Centre
as an Extra-Departmental Unit C (EDU-C)*

For more information, see the budget included in the proposal.

RECOMMENDATION:

Be It Resolved,

THAT, the Creation of the Culinarium Research Centre as an Extra-Departmental Unit C (EDU-C), as described in the proposal recommended by the Dean and Vice-Principal (Academic), Professor Rick Halpern, dated April 30, 2015, be approved effective July 1, 2015.

DOCUMENTATION PROVIDED:

1. Proposal: EDU-C: Culinarium Research Centre

Proposal for a new EDU:C Culinaria Research Centre

Statement of Purpose

We propose the creation of the Culinaria Research Centre (CRC), an Extra-Departmental Unit C at the University of Toronto Scarborough (UTSC). The University of Toronto Scarborough will be the Lead Division. The Dean will assume active administrative and budgetary responsibility for the CRC, and will appoint a Director, who will be responsible for the administrative and financial operations of the Centre. The Department of Historical and Cultural Studies will be the intellectual home of the CRC. Other units from across the University that may be associated with the unit by virtue of the involvement of individual faculty include from UTSC the Departments of Anthropology, Biological Sciences, Human Geography, and Physical and Environmental Sciences, the Centre for Critical Development Studies, and the Digital Scholarship Unit; the Department of History in the Faculty of Arts and Science, Museum Studies in the iSchool, and the Department of Sociology at UTM. The CRC will be effective as of 1 July 2015.

The CRC is designed as a tri-campus hub to foster interdisciplinary research and scholarly interest in the field of Food Studies. Growing out of existing collaborations across the humanities and social sciences, it will become the home for field-defining research, innovative teaching, and public programming. The CRC has a particular focus on unique scholarship about food and cities, advances exciting and field-leading international partnerships, and innovative approaches to undergrad and grad teaching. It supports President Gertler's goals for the University through innovative research, experiential learning, community partnership, scholarly outreach, and archival and digital collections, international and interdisciplinary collaboration, and university advancement and grant-writing activities. In its first year, 2015-2016, the CRC will host two remarkable programs, the University of Toronto's Connaught Cross-Division/Cross-Cultural Seminar and the first-ever joint meeting of the two leading professional societies in the field – the Association for the Study of Food and Society and the Canadian Association for Food Studies.

The CRC will also become a center for innovative teaching by opening the Culinaria Kitchen Laboratory to a range of existing experiential courses offered at UTSC. These offerings will expand in the future with proposals under development for undergraduate and graduate programs in food studies. Existing courses already attract great interest from students, and a recent pilot market research survey, conducted in a large History A-level course, found that 86% of respondents (77 students) expressed some or great interest in the food studies program.

Academic Rationale

Scholars across the humanities and interpretive social sciences are beginning to recognize how food is woven into the physical, psychic, and economic fabric of cities and nations. In recent years, the study of food – its production, distribution, and consumption, and what that reveals

about us as societies and cultures – has expanded broadly into an exciting multidisciplinary research area. The University of Toronto has notable strengths in food studies and a comparative advantage of strong partnerships with our diverse surrounding communities and with academic centres of excellence internationally. Intellectually and institutionally, the University of Toronto is already a hub for global food studies. Our scholars have organized a remarkably comprehensive food studies network, uniting leading museum curators, social entrepreneurs, activists, and scholars from Australia to Canada to the United States.

The breadth of new scholarship in food studies that motivates the formation of this Centre highlights the importance of humanities and social science methods. They provide insights for contemporary food politics and policies that, for the most part, pay little heed to the place of food in the enduring habits, rituals, creativity, and everyday practices that collectively sustain shared senses of cultural identity and economic livelihoods. At a time when social observers decry a world of feast and famine in which global inequality is manifested in starkly different caloric intake, this Centre will develop scholarly knowledge of immediate public import:

- *Culinary culture is central to diasporic identifications.* Our Centre examines the place of food in the habits, rituals, and everyday practices that are used to produce and sustain a shared sense of diasporic cultural identity and, in the process, help constitute transnational cultural economies.
- *Food and food practices provide a key to understanding the cultural encounters of a globalized world.* From the first spice trades to the rise of imperial plantations to contemporary ‘foodie’ culture, food has shaped the global economy and the cultural interactions that have resulted.
- *The variety of cuisines in diverse cities shapes the cultural life of multi-cultural communities.* The place of food consumption and production in multi-ethnic cities has catalyzed new urban regulatory and social policies. The place of food in the cultural and economic life of diasporic communities also has increased demand for exotic, ethnic foodways, partly as a result of increasing media attention to food as a source of adventure and a mark of social distinction.

The CRC will promote collaboration among key stakeholders, especially with our Toronto neighbours, and food studies scholars of diverse academic background. It will produce new categories for the study of food and the mobilization of that knowledge into more effective food policy, governance, and regulation practice. We already have in place a cohort of superb researchers, unique classes, passionate students, and a community in which food is not only an expression of identity but also a leading source of entrepreneurial energy. Food is at the centre of our community, key to our students’ lives, and a subject that continues to engage scholars across the disciplines.

The field of food studies is rapidly growing upon a strong foundation of professional associations, growing conferences, and several top-ranked and high-impact journals. The American Society for Food Studies (ASFS) as well as the Canadian Association for Food Studies (CAFS) hold annual scholarly meetings that draw established and younger scholars and a range of practitioners. The University of Toronto Scarborough has been selected to host the annual meeting of these two professional societies in 2016, the first time that they will meet together.

Multiple journals – including the new high-profile journal *Global Food History*, whose editorial home is at UTSC – provide publishing outlets across a range of disciplinary and multidisciplinary bents, from anthropology to folklore to nutrition. As a ‘crossover’ academic journal, *Gastronomica* has a remarkable circulation of 14,000. It is notable, as well, that there is an increasing number of graduate programs in food studies, including the well-established program at New York University, whose partnership with the University of Toronto will produce a consortium arrangement positioned to attract the very best researchers, visitors, and graduate students.

This fertile interdisciplinary opportunity supports the creation of a cross-departmental, tri-campus Culinaria Research Centre at the University of Toronto. The Centre will provide an ideal academic forum for multi-disciplinary exchanges between faculty, postdoctoral fellows, graduate and undergraduate students, and key stakeholders engaged in the study of food broadly understood. To achieve this goal, the Centre will administer an extensive residence program, engage public intellectuals and noted field and industry practitioners, and offer an internationally competitive postdoctoral fellows program. The Centre will support, in conjunction with the tri-campus graduate Department of History, a graduate field in food history. The Culinaria Research Centre has the potential quickly to become Canada’s leading home for foodways research collaboration and partnership building. It will also enhance educational activities by offering new research and experiential opportunities for graduate and undergraduate students. It can support new forms of outreach and partnership, including community teaching, a Food for Thought seminar and lecture series, public curriculum development, and open-access digital scholarship.

The University of Toronto is superbly positioned, because of our existing research program, our strong partnerships already in place, and our urban surroundings, to advance new, innovative approaches to socially engaged food studies. Our faculty, students, and community stakeholders possess a unique set of resources and expertise that focus on diverse populations – their culinary knowledge and labour practices – as they are situated within the local and transnational social networks of Canada’s foremost global city.

CULINARIA: NEW DIRECTIONS IN FOOD STUDIES

‘Culinaria’, as the name of our Centre and our intellectual intervention, represents new directions in the field of food studies. In particular, ‘culinaria’ distinguishes our approach from existing research foci that have guided multidisciplinary efforts to craft food studies, including foodways, foodscapes, food systems, and gastronomic sciences. ‘Foodways’, a term coined by folklorists, neglects the interactions of diverse and diasporic communities as they confront multiple forms of globalization. ‘Foodscapes’, a neologism coined by the social theorist Arjun Appadurai precisely to emphasize the global nature of culinary cultures, tends to abstract analysis away from the human labor involved in their production. ‘Food systems’, drawn from World Systems Theory and Agronomy, usefully emphasizes the unequal power relations involved in the global exchange of food, but often neglects the agency of individual actors. Finally, ‘gastronomic sciences’ has tended to highlight the creativity of a few notable chefs and the *haute cuisine* they forge at the expense of the quotidian, productive, and shared traditions that we wish to highlight in our research.

Culinary diversity lies at the heart of our formulation of Culinaria. Fears of McDonaldization of global food traditions have been exaggerated, but there can be no doubting the rapid change that has resulted from industrial capitalism. It is therefore all the more important to document and study culinary traditions as they undergo historical change. At the same time, we identify and confront structural impediments to food access. Such motivations have shaped food focused collaborations already in place at the University of Toronto, including:

- Formal partnerships with food security/equity organizations based especially in Scarborough.
- An existing network, stretching from Australia to Asia to the Americas, uniting museums, food activists, practitioners, and scholars.
- Public events, demonstrations, and community-based teaching.
- A range of graduate and undergraduate courses offered across the tri-campus.

The study of the cultural, economic, and social practices surrounding the production and consumption of food now engages the collaborative research of anthropologists, folklorists, geographers, historians, literary scholars, museums studies scholars, and sociologists in dialogue with cooks and practitioners, social entrepreneurs, food security activists, authors, and curators. Such collaborations provide new understandings of how societies and cultures learn to eat and new insights of how they can learn to eat better. In 1996, the World Health Organization (WHO) first articulated a definition of “food security,” an idea that has deeply influenced not only a generation of food activists but also the goals of food policies.

(<http://www.who.int/trade/glossary/story028/en/>) The WHO defined food security in an age of globalization around three “pillars” – access, availability, and use – with each evaluated in terms of nutrition, health, and safety. While helpful, such a framework misses the importance of culture. Food security also rests on the acknowledgment of social, cultural and ecological diversity. This proposed Centre, through the original formulation of Culinaria, approaches food security as a malleable value that means different things to different people at different times.

Even as we engage with the challenges of food sustainability, equity, and security, the Culinaria Research Centre will be unique in its goal of placing cultural diversity, human labour, and social practice at the heart of our research and pedagogical mission. A range of scholarly institutions have emerged in recent years dedicated to the study of foodways and food systems. In Canada, these include the Land and Food Systems program at the University of British Columbia, the Laurier Centre for Sustainable Food Systems, and the Ryerson Centre for Studies in Food Security. The Culinaria Research Centre represents a new departure in the structure and organization of food studies programs and centres. Rather than seeking to improve production methods according to progressive ideals or to articulate new policy interventions, we propose to examine the ways human societies around the world and throughout the past confront the problems of producing, distributing, consuming, and imagining food. The adaptive dietary knowledges, culinary practices, and production techniques that have been accumulated over time provide a unique and valuable resource as we move forward to meet the challenges of climate change, caloric inequality and hunger, and global migration. The biodiversity of plant breeding provides a useful parallel: new seed banks store the world’s biodiversity to protect against the loss of valuable plants. In the same way, culinary cultures deserve documentation, preservation, and study.

CURRENT STRENGTHS

Presently there are approximately 20 faculty members across all three campuses of the University whose research is related to Culinarium. Their approaches stem from different methodologies and areas of expertise that will converge under the umbrella of the Culinarium Research Centre. Our areas of expertise can be loosely divided into several areas of leading edge and collaborative research:

City Food

What is the place of food in urban spaces, especially in diverse cities, like Toronto? University of Toronto faculty members have contributed broadly to rethinking the category of “ethnic food” and identifying its place in diasporic communities. At a time of increased human mobility and planetary urbanization – the creation of a worldwide urban fabric – the necessity of providing not only sufficient and nutritious calories but also foods linked to diverse populations’ varied traditions and backgrounds becomes a pressing global challenge. Over the last three years we have assembled a global partnership of noted scholars, leading academic programs and centres, museums, and not-for-profits associations. At the same time we have worked to develop a new analytical framework to understand the cultural, economic, and nutritional significance of food in diverse cities. The knowledge mobilized through workshops, peer-reviewed publications, publicly-oriented forums, digital display, and museum exhibits will help train a new generation of food studies and urban studies scholars while engaging broader constituencies and expertise in a new comprehensive and global conversation around access to and availability of food. As we think about questions of food equity, health, and security, we recognize that we must address the cultural needs of diasporic communities and not simply focus on questions of caloric and micronutrient sufficiency.

Culinary Ethnography and Toronto Foodways

Food is a source of identity – we define ourselves in what we eat. This is particularly true in the diverse foodscape of Toronto and its Scarborough neighbourhoods. In conjunction with the larger project of City Food, our collaboration begins a long-term and longitudinal study of the foodways of our neighbourhoods, combining GIS mapping, archival development, digital presentation, and culinary ethnography. From our demonstration kitchen to our streets, we develop new methods in multi-sensory analysis, cooking with our research subjects, and examining how meaning and identity is expressed at the stove and table. The diverse student body of the three University of Toronto campuses provides an ideal resource for drawing on the culinary knowledges of migrant communities.

Cosmopolitan Eating and Global Foods

Food creates intensified encounters of difference in everyday life. Food can contribute to achieving social harmony within diversity. Yet there are limits to this use of food as a form of pleasurable urban multiculturalism; encounters around food also produce diverse anxieties as new food practices come into conflict with existing beliefs, habits, regulations, and infrastructures. Restaurants, street food, even private homes are key sites of intercultural exchange. How do we understand culinary exchange, historically and in the present? What are the specific characteristics of culinary contact zones? How are the exchanges of food connected

to other forms of human intimacy? What difference does it make where and how foods are exchanged, for example, within colonial relations of service or the exchanges of food within migrant labour camps? By focusing at the human level, rather than the biography of individual foods, we can add new dimensions to the valuable commodity chain analysis that still dominates the food studies literature.

The study of culinary tourism has been increasingly recognized as an important approach to understanding cosmopolitan eating, both through a critical perspective on culinary encounters and as an encouragement to new forms of sustainable and equitable food businesses. In documenting diverse culinary practices, we remain aware of the power relationships forged by colonialism and nation building within cosmopolitan eating practices. We will question who benefits and how these forms can be promoted in ways that are sustainable and that benefit the communities.

Culinary Labour and Infrastructure

How is food produced for an interconnected planet? As we consider the multiple forms of mass food production, from plantations to factories, in the context of larger systems of colonialism and capitalism, we also identify the intimate nature of food production, including household cooking and domestic service. We examine the multiple places where food is produced and consumed and how food preparation and service are critical for understanding experiences of mass migration, urbanization, and family change. Although based on traditional practices, culinary labour is inevitably cosmopolitan through the adoption of new ingredients, the exchange of cooking techniques and technologies. As we place the intimate nature of eating within longer histories and geographies of global power relations, we revisit the idea of 'taste'. Not simply a physiological response, taste is also shaped by diasporic memories and the allure of the cultural exotic.

A CENTRE FOR FOOD STUDIES AT UTSC

There are multiple rationales behind the establishment of the Culinaria Research Centre and its physical location on the Scarborough campus. UTSC offers a strong foundation of food-centred teaching, research, and community connection. With close connections, backed by institutional Memoranda of Agreement (MOA), our community, with its diverse foodways, has become a partner in research and education.

The CRC joins a growing global infrastructure for the study of food, including journals, organizations, and conferences. There is as well a strong Canadian tradition of food studies, including an active national food studies organization. The University and UTSC have a distinct advantage because of existing and growing strength across the humanities and social sciences and because of organic partnerships with our local communities. Toronto, as a diverse and growing city, has become a significant international laboratory for new approaches to food policy and food activism and a meeting place of different culinary traditions. Moreover, University of Toronto academics – including the groups and collaborations that initiated this centre – are at the hub of CityFood, an international network of food activists, social entrepreneurs, museum curators, and scholars.

This Centre builds upon research strengths across the UofT and a strong institutional and

community foundation at UTSC:

- Our faculty ranks include some of the world's leading experts in food studies. Our geographic coverage reaches from the Americas to East and South Asia, and chronologically it extends from the Early Modern era to the present-day.
- A recognized ability to organize cutting-edge events and public programming, including our recent Diasporic Diners conference that brought together scholars, activists, policymakers, artists, and the public. The participants at this conference included field leaders from across the world. The strength of this conference not only identified key areas of research on areas of diaspora, migration, and foodways but also focused attention on the University of Toronto's comparative advantages in the field of food studies.
- The City Food project has already convened international workshops in New York and Singapore in October 2014 and April 2015, respectively. Future gatherings are planned for Toronto, as part of the Connaught Cross-Divisional/Cross-Cultural Seminar in 2016, as well as in Sydney and Delhi. Formal partners include Makansutra/World Street Food Congress, National Street Vendors of India, Malvern Action for Neighbourhood Change, Royal Ontario Museum, Smithsonian/National Museum of American History, the American Museum of Natural History, as well as academics in Australia, Hong Kong, United States, India, Singapore, and Canada.
- Through our existing and co-curricular UTSC Food for Thought program, we have identified original ways of connecting scholarly work to the table. This program explores new forms of applied and multi-sensory scholarship by using taste as a way of presenting complex academic ideas to broader audiences. Through demonstration lectures, we have discussed topics ranging from the Columbian Exchange in science and history to the foods of Central Asia and the Silk Route to street foods to empire and its effect on global food systems.
- The UTSC Library's Digital Scholarship Unit (DSU) is poised to support a range of documentary activities that include the collection and archiving of print materials as well as oral histories and videographies that will permanently preserve and make available to researchers the rich culinary heritage of the many diasporic communities that make up the GTA.
- The Cities Laboratory, recently opened at UTSC, provides both faculty and students with cutting edge technologies (such as GIS, Nvivo, Uzinet and NetMiner) that allows them to map and analyze various social and cultural dynamics. It, along with the DSU, will underpin UTSC's unique ability to document and analyze the multi-faceted foodscape of the Scarborough neighbourhoods.
- The temporary Culinaria Lab already supports classes and tutorials, including existing food history courses. It also will support research and teaching in culinary ethnography, seminar meetings, cookbook authors/chefs in residence, and public events such as the Food Thought series.

The eastern end of the GTA – UTSC's neighbours – is an ideal location for an internationally-recognized food studies centre. Our surrounding streets, shops, and strip malls offer unique opportunities for studies with international import that can engage superlative undergraduates and graduate students in a myriad of ways. Foodways, food production, vending, activism, agriculture, and policy economically and culturally transform Scarborough as a migrant

gateway. As we combine different methodologies to trace the foodways of the vibrant multiethnic neighbourhoods in the east end of the city, we can produce new understandings of food and its significance for diasporic identities, immigrant entrepreneurship, and cultural contact. By building upon our intellectual and curricular strengths and working with academic and community partners this Centre's collaborative research projects will provide new insights into some of the major questions currently animating food studies. A food studies centre at the hub of a dynamic foodscape encourages scholarly collaborations attuned to the public import of our work.

PROPOSED ACTIVITIES

The core academic mission of the Centre is to unite scholars with related interests in foodways and encourage dialogue and partnership with a range of stakeholders. In so doing, we provide new opportunities for graduate and undergraduate students while advancing leading-edge research. The following programs, research, and activities enhance the collaborative life of this Centre:

RESIDENCE PROGRAM

The CRC will offer a competitive residence program for activists, social entrepreneurs, cookbook and food authors, chefs and other industry practitioners eager to engage in its scholarly and public life. Residents will be encouraged to make use of the demonstration kitchen and offer public events. Residencies may be as short as a week and as long as an academic term.

FOOD THOUGHT SERIES

This public event and academic seminar series brings together the highly-successful Jackman Humanities Institute diasporic foodways working group and the publicly focused Food for Thought Program at UTSC. The CRC would enhance and expand both, with greater opportunity for student and public engagement. The seminar series would be open to graduate students as well as interested academics across the GTA and would feature works in progress presentations, roundtables, and invited speakers.

POSTDOCTORAL FELLOWS PROGRAM

The CRC would host 1-2 postdoctoral fellowships (1 year, renewable for a second year). Such postdocs, filled through an international search, not only raise the scholarly profile of the Centre but also provide constant intellectual refreshing. Fellows would be linked to faculty mentors drawn from the CRC's affiliated faculty. Expected to teach 1 course per term, fellows would introduce students to a broad range of food-based scholarship. Fellows will be encouraged to take lead roles in the organizing of public events as well as launching scholarly collaborations. Fellows will be selected by a committee composed of affiliated Centre faculty.

EDUCATIONAL ACTIVITIES

There are a growing number of food studies centres globally, as well as a handful of food studies academic programs (as opposed to food science or nutrition programs). Many centres focus specifically on questions of policy and food security. Our CRC will be unique because of its

close connections to our communities and through its intellectual focus on foodways. This focus provides attention to the history and culture of food and the societies it nourishes.

The educational mission of the Centre aims at:

- Providing research experience and multi-disciplinary exposure for graduate and undergraduate students.
- Developing replicable models for student-led community research using open-access digital platforms and signature Culinaria programs.
- Advancing community based education.
- Hosting open-access digital scholarship.

The Centre will encourage food centred coursework across the three campuses and provide student research and experiential opportunities including in mapping, digital design, exhibition, ethnographic, and archival projects.

At the graduate level, the CRC could develop an MA/Ph.D. field in food history within the graduate department of history and engage faculty in other units in their training and education. In addition, to attract the best graduate students in food studies broadly defined, the Centre will award two graduate scholarships each year on top of their departmental offers. In addition, the Centre will sponsor two graduate dissertation fellows each year with scholarships to encourage publication and advanced research.

We hope to provide exciting and unique opportunities for graduate students and affiliated researchers by developing a formal partnership with the New York University, Department of Nutrition, Food Studies, and Public Health, one of the best-known graduate programs in food studies. Collaboration between the proposed EDU: C and this department at NYU dramatically increase the academic training potential of both units, build a superior international cohort of younger scholars, and attract excellent students to both program. Activities might include:

- Allowing faculty at NYU and the UofT to serve on graduate committees at each school.
- Organizing twice-annual conferences/workshops in New York and Toronto required for graduate student participants and open to all affiliated faculty.
- Encouraging research collaboration and shared grant projects.
- Encouraging faculty exchange.
- Encouraging parallel graduate teaching.
- Organizing more focused workshops on specific topics of interest to some faculty in each unit.
- Organizing a shared annual ‘food works’ meeting for graduate students to address directly the range of career trajectories that they might consider, including and beyond academic work.
- Providing opportunities for grad students to organize focused workshops.

The CRC is committed to community-based education. Building upon successful effort to engage members of the community in courses taught ‘off-site’ in the meeting rooms, kitchens, and urban farms and gardens of our community partners. Students and postdoctoral fellows

would be normally engaged in the planning and delivering of these courses, offered typically in the summer. Such a model of community-based teaching has already been piloted at the East Scarborough Storefront in Summer, 2013, to much success. Postdoctoral fellows may, in certain cases, be offered the chance to substitute one of their campus taught courses for a community course.

The CRC will create an interactive Web 2.0 digital portal not only for the purposes of recruitment and publicity but also to host the open-access scholarship we promote. This might include:

- GIS mapping of foodways in Scarborough.
- Short edited films drawn from our culinary ethnographies.
- Digitized and searchable menus drawn from our archival collections (such as the Chinese Restaurant Menu collection that we are near to acquiring).
- Occasional papers speaking to key and current issues around food and foodways.
- Links to journal articles of [Global Food History](#).

Given the rapid increase of web-based food media, the CRC's web portal is designed to engage directly with social media and the expansive public interest in food and foodways.

OUTREACH ACTIVITIES

There is significant public interest in food: it is pleasure and leisure as well as the economic and social life-blood of our communities. We are also keenly aware that as much as food can bring us together as a diverse society, it can also create tensions around inequality, service labour, and food tourism. Academics are only now beginning to understand their social responsibility to think critically and speak publicly about food; we can become a leader.

In particular, we have a strong foundation on which to build effective outreach in key areas:

- Community partnership and equity-based study
- Scholarly Outreach
- Social Advocacy

In our existing research activities, we have forged close partnerships with important community organizations in Toronto and beyond. In Toronto, we have MOAs with the Storefront and Malvern Action for Neighbourhood Change, local leaders in food programming and urban farming. As well, we have an MOA with the Royal Ontario Museum, which is eager to advance its food-based programming and exhibition. Locally, the new Rouge urban national park presents exciting opportunities for public outreach around questions of urban agriculture, farming, and the growing of crops to meet the new migrant market.

We will organize a public Toronto/Scarborough Culinary Icons program, drawing upon student and public knowledge to identify key chefs, entrepreneurs, activists, authors, home cooks who represent exciting new ideas and directions in shaping our shared foodways. We recognize these Culinary Icons with short digital films and public events. Ideally, through this program we will advance our archival and documentary goals.

Consultation

Drafts of the Culinarium EDU:C proposal have been circulated to core and participating faculty members, to all members of the lead faculty (HCS), and to many of the relevant department chairs. We have been greatly pleased with the enthusiasm of faculty from across the university for the CRC. Input from these conversations has been incorporated into the document.

We also have consulted the following chairs: HCS, Madhavi Kale; Human Geography, André Sorenson; CCDS, Paul Kingston; Anthropology, Michael Lambek; Environmental Science, Bernie Kraatz; Biological Sciences, Andrew Mason; History UTSG, Nicholas Terpstra; English UTSG, Alan Bewell; Sociology UTSG, Robert Anderson; and Sociology UTM, Anna Korteweg.

To confirm the participation of faculty members, we also have contacted the relevant deans beyond UTSC, including the Dean of Arts and Sciences at St. George, David Cameron, the Vice Principal Academic and Dean at UTM, Amy Mullin, and the Dean of the Faculty of Information, Seamus Ross.

Faculty Participation

The Culinarium Research Centre is supported by a core group of faculty who are recognized as world leading scholars in the field of food studies, with a particular focus on food and migration. This core group is supported by a complimentary group of equally distinguished faculty. We anticipate the growth of this core group in the immediate future.

Culinarium Research Centre Core Faculty (2014-15)

Faculty Member	Department and Research Strengths
<i>Core</i>	
Dan Bender	Historical and Cultural Studies. Foodways, labour, and American Empire.
Donna Gabaccia	Historical and Cultural Studies. Food and international migration.
Rick Halpern	Dean and Vice-Principal Academic/HCS. Food and labour history.
Franca Iacovetta	Historical and Cultural Studies. Canadian food history, food and immigration.
Ken MacDonald	Human Geography and City Studies; Centre for Critical Development Studies. South Asian foods, terroir.
Irina Mihalache	Museum Studies (Faculty of Information). Food and museum studies.

Jeffrey Pilcher	Historical and Cultural Studies. Food in Latin American and world history.
Jayeeta Sharma	Global Asian Studies. Himalayan foodways and South Asian diaphora.

Culinarium Research Centre Affiliated Faculty (partial list)

Faculty Member	Department
<i>Affiliated</i>	
Marney Isaac	Environmental Science. Agriculture and sustainability.
Ryan Isaakson	Centre for Critical Development Studies. Corn and agroecology.
Herbert Kronzucker	Biological Sciences. Global hunger.
Josée Johnston	Sociology (UTM). Food and social distinction.
Andrea Most	English (UTSG). Jewish foods, farming and ethics.
Vanina Leschziner	Sociology (UTSG). Cognition and the culinary practice.
Kirsta Stapelfeldt	DSU Coordinator Digital Scholarship Unit, UTSC Library
Whitney Kemble	Liaison Librarian for Historical & Cultural Studies
Alison Smith	History (UTSG). Russian national cuisine.
Steve Penfold	History (UTSG). Industrial food.
Bertie Mandelblatt	History (UTSG). Historical geography of commodity chains within the French empire.
Merav Shohat	Anthropology. Southeast Asia, anthropology of families.

Administration / Governance Structure

The CRC Director will be appointed for a fixed term of not more than five years, renewable once, by the Dean of the University of Toronto Scarborough (or designate). The Director will be

responsible to the Dean for all facets of the CRC including policies, budget, and administrative and financial operations.

In accordance with the Provost's Statement on the Role of Advisory Bodies (April 30, 1998), the Dean, with input from the Director and participating faculty, will appoint an Advisory Board to provide non-binding advice to the Director. Board members will serve multi-year renewable terms, and they will represent the Centre's various stakeholders, including representatives from faculty, staff, students, and the community, from all three campuses, and from a range of associated faculties. The appointment of board members from outside the University will not in any way interfere with University control and oversight of the CRC. All operations of the CRC will be conducted in accordance with University policy.

Budget

The following budget is intended as a medium-term projection of the main activities of the Centre. In the short-term, activities will be funded primarily through a Connaught Cross-Disciplinary/Cross-Cultural Seminar Grant running from 2015-2017, supplemented by the Canada Research Chair Program plus any additional grant income that becomes available from SSHRC Partnership Grant and a SSHRC Insight Grant proposals currently in preparation or under review.

Establishing a permanent location for the Culinaria Kitchen Laboratory is a pressing short-term budgetary goal. Although laboratory equipment is already in place, significant outlays will still be required for renovating space, bringing it up to compliance with health codes, and providing appropriate decoration. The latter is not a trivial concern. The Culinaria Kitchen Laboratory has the potential to become a public face for the University of Toronto Scarborough through the Food for Thought Program and other community outreach activities. Displaying culturally appropriate kitchen utensils and decorations from the city's immigrant communities, as well as art photography of iconic foods and historic restaurants, can be an effective way of communicating that the University belongs to the diverse peoples of Scarborough. Interior and exterior spaces could also provide a display gallery for temporary exhibits similar to the one in Robarts Library. By providing this very public face for the university, we see the Culinaria Kitchen Laboratory as a significant advancement and naming opportunity.

In the medium-term, the budget for the centre covers the following activities:

- Residence Program: The Centre will provide on-site office/kitchen space for noted stakeholders and host public events. In exceptional cases (and typically for short-term residency), we will provide honoraria and/or expenses.
- Kitchen Lab: The Centre, beyond initial costs, will cover supplies, maintenance, hydro, insurance, and safety training related to collaborative activities. Faculty will be expected to include such overhead costs in related individual SSHRC insight grants, etc.
- Postdoctoral Program: The Centre will fund 1-2 postdoctoral fellows each year. The fellowships will be internationally competitive and renewable for 1 year. Host

departments will provide teaching costs (on top of \$42,000 salary + \$3,000 research allowance), equal to sessional costs. The budget will include the cost of running a search.

- Consortium: The Centre and NYU will share costs for running the consortium, including transport, web-hosting, publicity/recruitment, and workshop costs. Funds will be available in limited amounts to support graduate student led focused workshops. In further support of the consortium, we will provide a limited number of \$5,000 graduate top-up fellowships for graduate students engaged in the consortium.
- Experiential/Research Opportunities: The Centre will provide work study and RAship opportunities linked to the Centre's collaborative programs. The Centre, through the Department of Historical Studies, will provide a 200 hour RAship to serve as the "Managing Editor" of the Global Food History journal. This will be held by a graduate student.
- Community Courses: In coordination with our community partners, we will cover equipment and supply costs to enhance community teaching. On occasion, post-doctoral fellows may alter their contractual teaching from 1 courses per term to 1 course + 1 community course.
- Digital Scholarship: In partnership with the DSU, we will maintain a vigorous open-access digital research program. This will involve programming, design, server, and training costs.
- Food Thought Program: The Centre engages our public, and will do so with public events. The costs include advertising, supplies, and travel (connected to speakers.) The seminar side of this program will have a limited budget to bring in targeted speakers.

Review

In line with normal practice, the CRC will be subject to periodic review (normally every 5 years) commissioned by the Dean of the University of Toronto Scarborough. Any review would normally assess the EDU's sustainability, performance, and achievements relative to the goals set out at its establishment. Possible outcomes of the review could include closure.

Culinarium Research Centre Budget

As of March 16, 2015

	YEAR 1	YEAR 2	YEAR 3
Revenue:			
Contribution from D. Bender's research funds	\$70,950	\$70,000	\$84,500
Contribution from R. Halpern's research funds	\$64,450	\$63,500	\$81,000
Contribution from J.Pilcher's research funds	\$2,000	\$2,000	\$2,000
Connaught Award	\$56,500	\$61,500	\$4,000
HCS - Editorial Assistant (Journal)	\$10,500	\$10,500	\$10,500
Lin Fund - DSU Support (Spiller menu collection)	\$12,000	\$10,000	\$0
UTSC Dean funding	\$15,500	\$13,000	\$13,000
Total Revenue	\$231,900	\$230,500	\$195,000
Expenses:			
<i>Salaries:</i>			
Director's stipend	\$3,000	\$3,000	\$3,000
Postdoctoral Fellows (3 for year 1 & 2; 2 for year 3)	\$127,500	\$127,500	\$110,000
Manager	\$24,000	\$24,000	\$24,000
Seminar Series/Visitors			\$12,000
<i>Connaught Seminar:</i>			
Air	\$7,000	\$7,000	
Lodging	\$4,500	\$4,500	
Hospitality	\$2,500	\$2,500	
Editorial Assistant (Journal)	\$10,500	\$10,500	\$10,500
DSU Support (Spiller menu collection)	\$12,000	\$10,000	
writer-in-residence	\$12,000	\$12,000	\$12,000
SALT development	\$8,000		
videography	\$6,000	\$6,000	\$6,000
other events	\$3,000	\$3,000	\$12,000
ASFS Conference Support		\$15,000	
kitchen workshops	\$2,500	\$2,500	\$2,500
kitchen equipment/maintenance		\$1,000	\$1,000
publicity	\$2,000	\$2,000	\$2,000
Centre launch	\$2,500		
<i>NYU workshop:</i>			
van rental/bus tickets	\$800		
hotels	\$3,600		
misc	\$500		
Total Expenses:	\$231,900	\$230,500	\$195,000
Net Total	\$0	\$0	\$0

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 11 OF THE CAMPUS COUNCIL

April 21, 2015

Mr. Mark Krembil ,Vice-Chair
Mr. Harvey Botting
Mr. Asher Chohan
Professor Suzanne Erb
Mr. Mark Frimpong
Ms Sue Graham-Nutter
Dr. Brian Harrington
Dr. Elaine Khoo
Ms Marilyn Kwan
Ms Nancy Lee
Ms Permjit (Pam) Mann
Ms Susan Murray
Dr. Christopher Ollson
Mr. George Quan Fun
Mr. David Shim
Ms Elaine Thompson

Secretariat:

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

Regrets:

Mr. Andrew Arifuzzaman
Mr. Preet Banerjee
Mr. Ommer Chohan
Ms Kathy Fellowes
Professor William A. Gough
Professor Rick Halpern
Mr. John Kapageridis
Professor Bruce Kidd
Mr. Hussain Masoom
Mr. Moataz S. Mohamed
Professor Andre Simpson

In attendance:

Professor Cheryl Regehr, Vice-President and Provost
Professor Scott Mabury, Vice-President, University Operations

Ms Christine Arsenault, Managing Director, Department of Management &
Management Co-op
Dr. Corinne Beauquis, Senior Lecturer, Centre for French and Linguistics
Ms Debbie Bilinski, Director, Office of the Vice-Principal, Research
Dr. Clare Hasenkampf, Associate Dean, Teaching and Learning, Office of the Dean & Vice
Principal (Academic)
Professor Heinz-Bernhard Kraatz, Professor & Chair, Department of Physical and
Environmental Sciences
Ms Lesley Lewis, Assistant Dean, Office of the Dean and Vice-Principal (Academic)
Ms Helen Morissette, Director, Financial Services

Minutes of the Meeting of the Campus Council of April 21, 2015

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Professor Mark Schmuckler, Vice-Dean Undergraduate, Office of the Dean and Vice Principal (Academic)
Ms Samantha Seto, Manager of Administrative Operations, Department of Management
Professor Andre Sorensen, Associate Professor and Chair, Department of Human Geography
Ms Shelby Verboven, Director of Recruitment
Ms Michelle Verbrugge, Director, Student Housing & Residence Life

1. Chair's Remarks

The Vice- Chair introduced himself and welcomed members and guests to the meeting. He acknowledged members participating by teleconference. He advised members that the Chair, Professor William Gough, was out of the country on University business, and that the Senior Assessor, Professor Bruce Kidd, was hosting a conference on the St. George campus. Lastly, he reported that while a student presentation had initially been planned it was determined that this would have placed a hardship for the students to participate because of exams.

2. UTSC Campus Operating Budget: Allocation of Funds

The Chair introduced and welcomed Professor Cheryl Regehr, Vice-President and Provost, (the University's Chief Academic and Budget Officer), and Professor Scott Mabury, Vice-President, University Operations. The Chair advised that Professor Mabury had presented the UTSC campus operating budget and allocation of funds at the March 25th Campus Affairs Committee meeting. The Chair invited Professor Regehr and Professor Mabury to present the institutional budget to the Council. Their presentation¹ outlined five themes with the following major points:

- **Budget Context 2015-** The 2015 budget was influenced and impacted by: provincial differentiation policy, internationalization, domestic tuition cap, entrepreneurship, changing technology, \$12.5B provincial deficit, public sector wage restraint, and interest and exchange rates.
- **Enrolment-** The institutional enrolment results for 2014-15 showed growth in undergraduate and graduate enrolment. Results for the year showed negative variances when compared to targets for domestic undergraduate and Masters students, but overall the results were very close to the projected targets. At UTSC, undergraduate enrolment growth was projected to be about 20 percent by 2019. With the recent growth at UTSC, there had been a positive trend in entering averages for undergraduate students. The current percentage of international undergraduate students at UTSC was 18.
- **Revenue and Expense Projections-** University operating revenues of \$2.16B for 2015-16 were reported to be primarily generated from: student fees and the provincial operating grants. Concerns were raised due to a majority of the revenue being generated from student fees and operating grants. Comparable institutions in the United States generated close to forty percent of total revenue from "other" revenue,

¹ Presentation- UTSC Campus Operating Budget: Allocation of Funds

Minutes of the Meeting of the Campus Council of April 21, 2015

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however those institutions received more funding for the indirect costs of research. The university had made efforts to lobby the federal government for a greater dollar amount on the indirect cost of research. Specific expense concerns were related to compensation and special pension payments.

- **University Fund (UF)**- The 2015-16 University Fund (UF) of \$10M base and \$4M OTO (one time only payments) were distributed by themes related to teaching excellence, research excellence, internationalization, and structural and budget support. Through the UF, UTSC was allocated two faculty positions and one staff position. UTSC also had a prior year OTO UF commitment of \$2M for 2015-16 for capital matching.
- **Student Financial Support**- In 2013-14 \$176M was distributed in student financial aid with the majority of funding given out in the form of University of Toronto Advance Planning for Students (UTAPS) and bursaries. \$256M in financial support had been distributed to graduate students with the majority of funding from research stipends and employment income. Funding for graduate students varied across divisions, but the University's commitment was that it be no less than \$15K plus tuition and fees, while the average was \$435K in 2012-13. The net tuition (defined as tuition paid by the student after deducting University of Toronto bursaries and Ontario Student Assistance Program (OSAP) bursaries) paid by OSAP- eligible undergraduate students was approximately twenty-two percent of the posted rate.

In summary, Professor Mabury reiterated that the provincial grant continued to decline as a source of revenue while tuition from international tuition was increasing; and that the University of Toronto continued to perform well given the political and economic climate. He added that the institutional budget was designed to support the academic mission, and that the University of Toronto had made good decisions within the context of equal funding per student across all Ontario universities.

A member asked what percent of international students came from China, and if there were efforts to recruit students from other parts of the world. Professor Mabury reported that 53 percent of all international students came from China, and that efforts were being made to broaden the base of international students, especially students from the United States.

A member asked whether the increase in revenue from international students was due to increased tuition, or increased enrollment, and Professor Mabury reported that the increase was due to increased tuition and enrollment figures.

CONSENT AGENDA

On motion duly made, seconded and carried,

Minutes of the Meeting of the Campus Council of April 21, 2015

Page 4 of 6

YOUR COUNCIL APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 3) be approved.

The Chair reminded members that the next scheduled meeting of the Council was on Wednesday, May 27, 2015 at 4:00 p.m.

3. Report of the Previous Meeting: Report Number 10 – Tuesday, March 3, 2015

4. Business Arising from the Minutes of the Previous Meeting

5. Reports for Information

- a. Report Number 10 of the Agenda Committee (Wednesday, February 24, 2015)
- b. Report Number 10 of the Academic Affairs Committee (Tuesday, February 10, 2015)
- c. Report Number 10 of the Campus Affairs Committee (Tuesday, February 11, 2015)

6. Date of the Next Meeting – Wednesday, May 27, 2015, 4:00 p.m.

7. Other Business

No other business was raised.

8. Question Period

The following questions were raised regarding item 2, UTSC Campus Operating Budget: Allocation of Funds:

In response to a question regarding the \$198.4M operating reserve, Professor Mabury explained that each Division's Dean had discretion over how much operating reserve funding were required for their Division.

A member asked how Alumni giving had impacted the institutional budget, and Professor Mabury explained that it had contributed to the University's advancement campaign (Boundless). Large gifts to the University were allocated to endowment funds.

In response to a comment regarding the University's access guarantee, Professor Regehr reported that the University was committed to bringing the best and brightest students to the University of Toronto regardless of financial means, and that the University was proud of the Student Access Guarantee (SAG) policy.

In response to a comment regarding co-curricular programming, Professor Regehr explained that funding for such programs came from student tuition fees.

Minutes of the Meeting of the Campus Council of April 21, 2015

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A member raised a question regarding the number of students who graduated with some form of student loan or debt, and Professor Mabury reported that approximately 50 percent of students had loans or debt to repay upon graduation.

A member inquired about how the University balanced graduate student enrollment, and Professor Mabury explained that each Department within a Division determined how many graduate students they could accommodate within their existing budget.

In response to a question regarding allocation of funds to support the international student experience, Professor Regehr reported that the University was committed to providing international students with the same range of courses and support services that domestic students received, and that the University was continually looking for innovative approaches to address this issue.

IN CAMERA

The Council moved *in camera*.

9. Appointments: 2015-16 Community Members, UTSC Campus Council

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT Mr. Preet Banerjee, Mr. John Kapageridis, Ms Brenda Librecz, and Dr. Jennifer McKelvie be appointed as Community Members of the UTSC Campus Council, for terms of three years, effective July 1, 2015.

10. Appointments: 2015-16 Staggered Term Lengths for Administrative Staff, Librarians and Teaching Staff on the UTSC Campus Council and its Standing Committees

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the following staggered term lengths for Administrative Staff, Librarians, and Teaching Staff on the UTSC Campus Council and its Standing Committees, be approved effective July 1, 2015.

UTSC Campus Council

- Administrative Staff & Librarians
 - 1 two year term: Ms *Kathy Fellowes*
 - 1 three year term: *Mr. Scott McRoberts*

Minutes of the Meeting of the Campus Council of April 21, 2015

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- Teaching Staff
1 one year term: *Dr. Brian Harrington*
2 two year terms: *Prof. Leslie Chan, Prof. Bernie Kraatz*
2 three year terms: *Dr. Tarun Dewan, Dr. Elaine Khoo*

UTSC Academic Affairs Committee

- Administrative Staff
1 three year term: *Ms Jacqueline Deane*
- Librarians
1 three year term: *Ms Whitney Kemble*
- Teaching Staff
5 one year terms: *Prof. Mark Hunter, Dr. Nathan Lovejoy, Prof. Matthias Niemeier, Prof. William Seager, Ms Lynn Tucker*

5 two year terms: *Prof. John Hannigan, Dr. Mahinda Samarakoon, Prof. Larry Sawchuk, Dr. Jayeeta Sharma, Prof. Phil Triadafilopoulos,*
5 three year terms: *Mr. Syed W. Ahmed, Prof. Neal Dolan, Dr. Alen Hadzovic, Dr. Zohreh Shahbazi, Prof. Pascal Riendeau*

UTSC Campus Affairs Committee

- Administrative Staff
1 one year term: *Ms Ludmila Elias*
1 two year term: *Ms Bobbi McFarlane*
1 three year term: *Ms Janet Blakely*
- Librarians
1 three year term: *Ms Kirsta Stapelfeldt*
- Teaching Staff
2 one year terms: *Prof. Jonathan Cant, Dr. Sarah King,*
2 two year terms: *Mr. George Quan Fun, Ms Tanya Mars*
3 three year terms: *Prof. Alice Maurice, Dr. Mandy Meriano, Dr. Helen Wu*

The Council moved into open session.

The meeting adjourned at 5:43 p.m.

Secretary

Chair

University of Toronto
Budget 2015

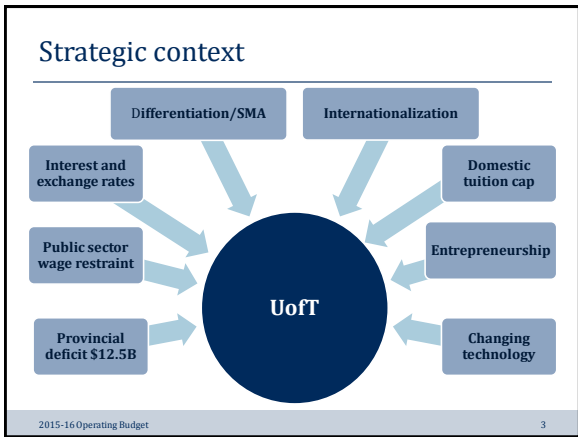
UTSC Campus Council
April 21, 2015




Overview

- Budget context 2015
- Enrolment
- Revenue and expense
- University fund allocations
- Student financial support
- Summary

2015-16 Operating Budget




Strategic Mandate Agreement UofT

“UofT is a globally recognized, comprehensive and research-intensive institution with a leadership role in Ontario’s PSE system”

2015-16 Operating Budget 4

Enrolment



UofT enrolment results for 2014-15

	2013 Actual	2014 Actual	2014 Variance to Plan	% Variance
Total FTE				
UG Domestic	48,818	48,452	(845)	(1.7%)
UG International	9,030	10,415	451	4.5%
Masters	8,910	9,411	(106)	(1.1%)
Doctoral	6,154	6,239	17	0.3%
TOTAL	72,912	74,517	(483)	(0.6%)

2015-16 Operating Budget 6

Long term tri-campus undergraduate enrolment plans

Total FTE	2014 Actual	2019 Plan	5 year Growth Plan	% Growth
UTM	10,942	13,044	2,102	20%
UTSC	10,088	11,511	1,423	14%
St George	37,836	37,928	92	0%
Total UG	58,866	62,483	3,617	6%

2015-16 Operating Budget

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Divisional undergraduate international plans (HC)

Division	% Int'l		Intake		Total Enrolment	
	2014 Actual	2015 Plan	2014 Actual	2015 Plan	2014 Actual	2019 Plan
APSE	35%	32%	26%	27%	26%	27%
A&S	27%	31%	18%	25%	18%	25%
UTM	20%	18%	16%	16%	16%	16%
UTSC	20%	18%	15%	16%	15%	16%

2014 total international UG students = 11,947 (17.4% of UG)

2015-16 Operating Budget

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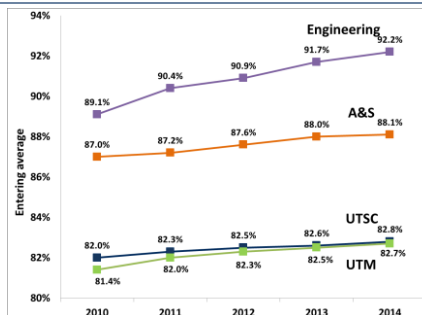
2014-15 UTSC Undergraduate Enrolment

Area of Study	2014-15 FTE	% International
Arts & Humanities	1,855	11%
Social Sciences	3,007	12%
Management	1,422	35%
Life Sciences	1,284	5%
Other Sciences	2,521	18%
TOTAL	10,088	16%

2015-16 Operating Budget

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Entering averages are increasing



2015-16 Operating Budget

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2014-15 UTSC Graduate Enrolment

Program Type	2014-15 FTE	Projected 2019-20
Prof Masters (Env. Sci)	87	110
DS Masters UTSC (Psych)	10	10
DS Masters tri-campus *	35	n/a
PhD UTSC (Psych and Env. Sci)	44	79
PhD tri-campus *	92	n/a
TOTAL	268	

* As per self-declared code in student system

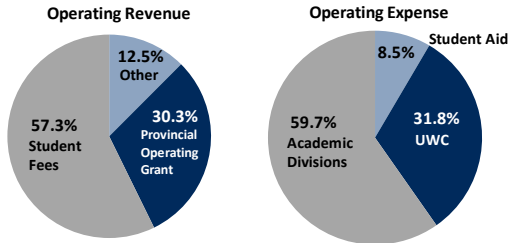
2015-16 Operating Budget

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Revenue and expense projections



2015-16: a balanced budget at institutional level \$2.16B



2015-16 Operating Budget

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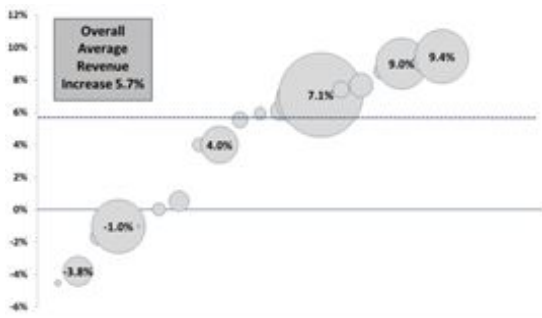
Projected institutional and UTSC revenue growth



2015-16 Operating Budget

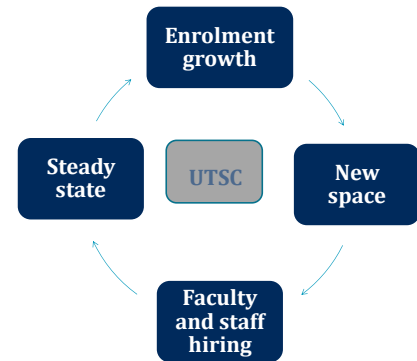
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2015-16 projected revenue growth by division



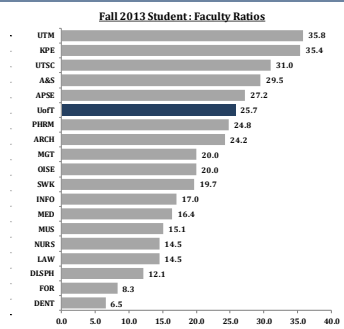
2015-16 Operating Budget

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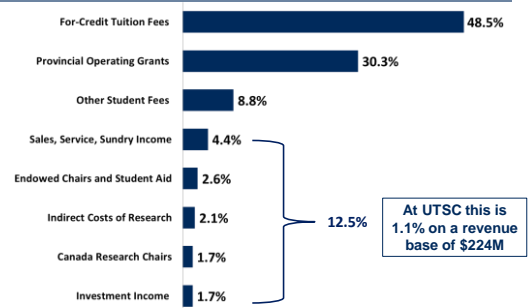
UTSC student faculty ratio is a challenge during growth phase



2015-16 Operating Budget

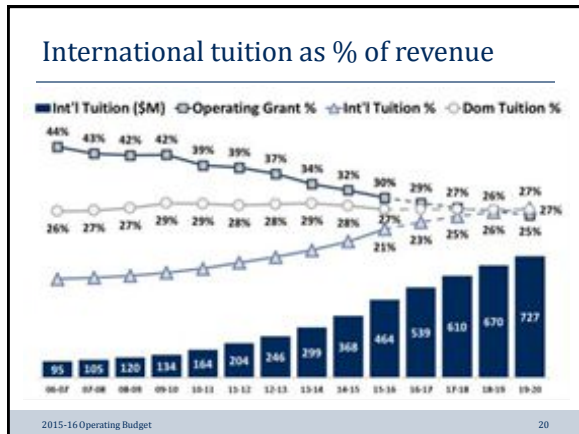
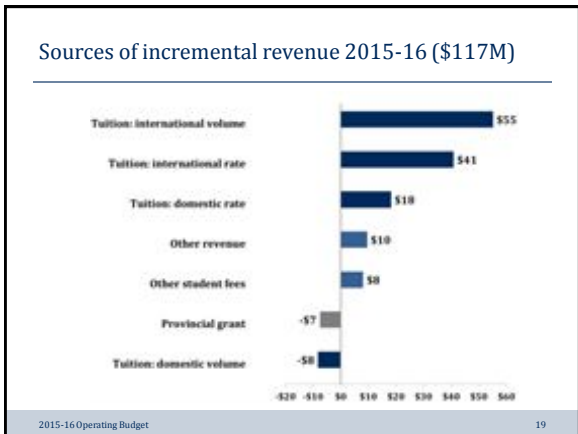
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2015-16 sources of operating revenue (\$2.16 billion)



2015-16 Operating Budget

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- ### Compensation update
- Context of provincial wage restraint
 - Negotiations ongoing with UTFA
 - Agreement with CUPE 3902 Unit 3 (sessional instructors) ratified
 - USW agreement in place July 1, 2014 - June 30, 2017: 3-year average all-in cost of settlement = 3.48%
- 2015-16 Operating Budget 21

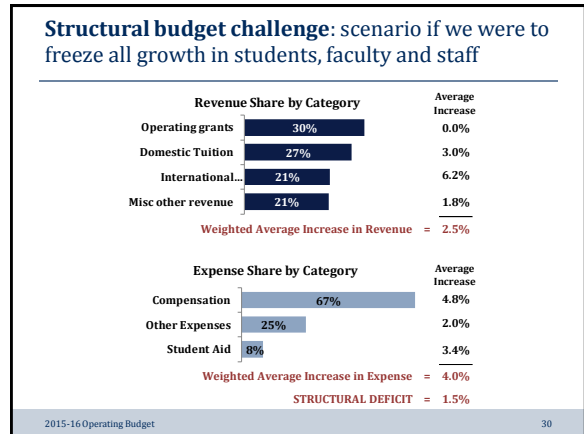
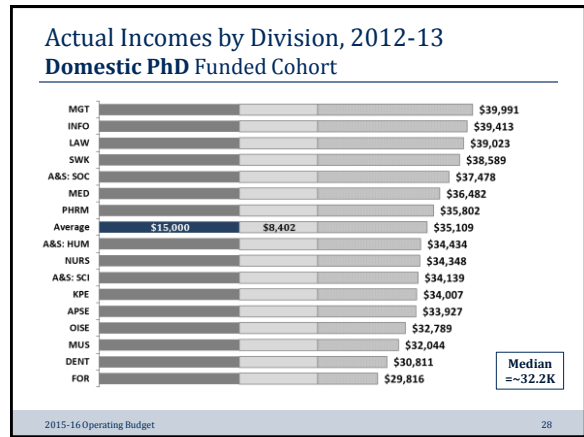
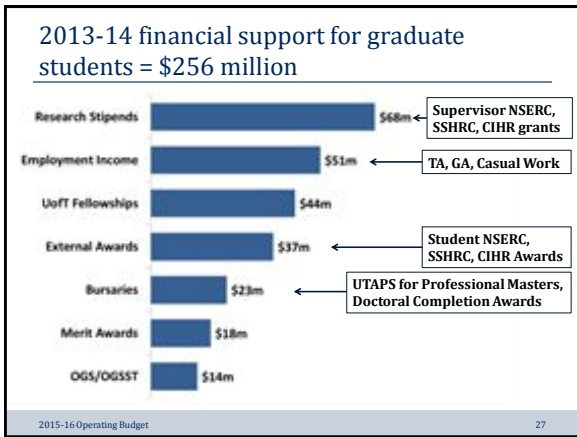
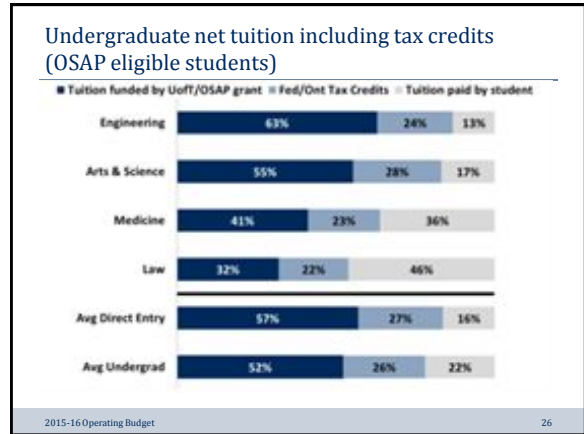
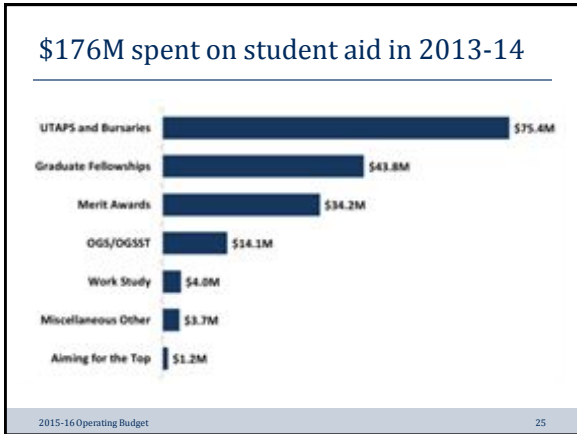
Pension special payments and other related costs

Year	Annual \$M	Cumulative \$M
Up to 2010-11	27	27
2011-12	30	57
2012-13	20	77
2013-14	10	87
2014-15	5	92
2015-16	5	97
2016-17	5	102
2017-18	5	107
2018-19	5	112
2019-20	0	112

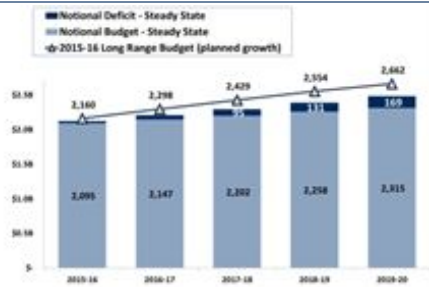
2015-16 Operating Budget 22

- ### 2015-16 University Fund: ~\$10M base + \$4M OTO
- Theme 1: Teaching Excellence \$7.80M
 - Faculty FTE, Interdivisional Teaching, teaching innovation
 - Theme 2: Research Excellence \$3.75M
 - PhDEIF, operating cost of research space, student entrepreneurship
 - Theme 3: Internationalization \$1.25M
 - International student services, international student experience
 - Theme 4: Structural Budget Support \$2.00M
- 2015-16 Operating Budget 23





Notional Deficit Projection at Steady State (\$M)



2015-16 Operating Budget

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Reserve balances

Note: change of reporting categories in 2014



2015-16 Operating Budget

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Summary

- Provincial Grant continues to decline as overall source of revenue
- International enrolment growth is very strong
- Source of revenues generally more dynamic and risky – divisions prioritizing OTO investments
- Incoming undergraduate entering averages continue to rise
- Good progress on graduate student intensification as per 2030 plan
- UofT provides competitive support for graduate students
- Continue to face a structural budget challenge but some improvement on the expense side
- More attention to alternative revenues – growing the non-student portion of the pie
- As always...decisions matter

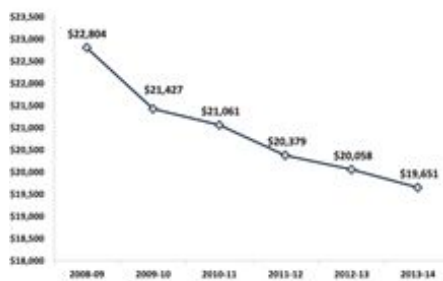
2015-16 Operating Budget

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2015-16 Operating Budget

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Average repayable OSAP debt of graduating students (2013\$), Direct Entry Programs (excludes students with no debt)



2015-16 Operating Budget

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Report Number 11 of the UTSC Agenda Committee- April 9, 2015

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 11 OF THE AGENDA COMMITTEE

April 9, 2015

To the Campus Council
University of Toronto Scarborough.

Your Committee reports that it held a meeting on Thursday, April 9, 2015 at 4:00 p.m. in the University of Toronto Scarborough Arts and Administration Building, Council Chamber, Room AA160.

Present: Professor William A. Gough (Chair)
Mr. Mark Krembil (Vice-Chair)
Ms Kathy Fellowes
Ms Sue Graham-Nutter
Dr. Elaine Khoo
Professor Bruce Kidd
Ms Nancy Lee
Ms Permjit (Pam) Mann

Regrets: Mr. Hussain Masoom

Secretariat: Mr. Lee Hamilton
Ms Amorell Saunders N'Daw
Ms Rena Parsan

The meeting was held in closed session.

1. Chair's Remarks

The Chair welcomed members to the meeting. The Chair congratulated the incoming Chair of the UTSC Campus Council, Ms Nancy Lee, who would assume the role of Chair on July 1, 2015.

2. Agenda for the Meeting of the UTSC Campus Council, Tuesday, April 21, 2015

Report Number 11 of the UTSC Agenda Committee- April 9, 2015

During the discussion of the UTSC Campus Council agenda, the meeting was adjourned on an emergency basis because of a fire alarm in the Arts and Administration building. The Chair of the Committee requested approval by email ballot for the UTSC Campus Council meeting agenda for Tuesday, April 21, 2015 (agenda item 2), and the report of the previous meeting- Report Number 10- Tuesday, February 24, 2015 (agenda item 4). Items 2 and 4 were approved. No other business items were raised for consideration or further discussion.

3. Date of the Next Meeting- Wednesday, May 13, 2015 at 4:00 p.m.

4. Report of the Previous Meeting- Report Number 10- Tuesday, February 24, 2015

5. Other Business

The meeting adjourned at 4:50 p.m.

Secretary

Chair

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 11 OF THE CAMPUS AFFAIRS COMMITTEE

March 25, 2015

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

Your Committee reports that it met on Wednesday, March 25, 2015 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Ms Sue Graham-Nutter, Chair
Professor Bruce Kidd, Vice
President & Principal
Mr. Andrew Arifuzzaman, Chief
Administrative Officer
Ms Erin Bradford
Ms Kathy Fellowes
Ms Teresa Gomes
Dr. Brian Harrington
Mr. Kamal Hassan
Professor Ken W.F. Howard
Professor Ping-Chun Hsiung
Professor Sohee Kang
Ms Lydia V.E. Lampers-Wallner
Ms Permjit (Pam) Mann
Ms Kirsta Stapelfeldt
Mr. Larry Whatmore
Dr. Helen Wu

Secretariat:

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

Regrets:

Dr. Jonathan S. Cant
Dr. Tarun Dewan
Professor William Gough
Professor Rick Halpern
Ms Hannah Yukari Hori
Ms Jessica Paulina Kirk
Mr. Hussain Masoom
Ms Helen Morissette
Mr. Russell Polecina
Mr. Desmond Pouyat
Ms Charmaine Louise C. Ramirez
Mr. Mark Henry Rowswell
Ms Tammy Tennisco
Ms Frances Wdowczyk
Dr. Erin L. Webster

In attendance:

Ms Liza Arnason, Director, Student Life
Mr. Gary Pitcher, Director, Campus Safety, Issue and Emergency Management
Ms Michelle Verbrugghe, Director, Student Housing & Residence Life
Ms Lesley Lewis, Assistant Dean

1. Chair's Remarks

The Secretary of the Committee, Ms Amorell Saunders N'Daw, asked the Committee if they were in agreement with allowing Ms Kathy Fellowes, Chair of the UTSC Academic Affairs

REPORT NUMBER 11 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- March 25, 2015

Committee, to serve as Chair *pro tempore* while Ms Sue Graham-Nutter, Committee Chair, was delayed. On agreement, Ms Fellowes welcomed members and guests to the meeting, and introduced Mr. Larry Whatmore, who participated by teleconference. She reported that the primary focus of the meeting was on the UTSC campus operating budget and the allocation of funds.

2. Assessors' Reports

There were no reports from the Assessors.

3. Strategic Topic: Our Growing Campus- Security Implications

The Acting Chair introduced Mr. Andrew Arifuzzaman, Chief Administrative Office, and invited him to present¹ the strategic topic. Mr. Arifuzzaman spoke to the physical growth of the campus since 2008. Given the considerable growth, questions had been raised about the security implications. He invited Mr. Gary Pitcher, Director, Campus Safety, Issue and Emergency Management, to update the Committee on strategies and resources that addressed these concerns. Mr. Pitcher's overview included the following key points:

- **A focus on people and presence** - There were plans to introduce more Special Constables and Building Patrollers. It was reported that when the Environmental Science and Chemistry Building (ESCB) opened, it would include a second Campus Police office in that building as part of an overall safety and security strategy for the north campus.
- **Incorporating Technologies** - Plans for a new voice broadcast system would be implemented along with continued improvements to the telephone call poles on campus.
- **Environmental Design** – Ongoing efforts were being made to design spaces that were open, well lit, and mindful of pedestrian activity.

The Chair² thanked Mr. Arifuzzaman and Mr. Pitcher for their presentation to the Committee.

4. UTSC Campus Operating Budget: Allocation of Funds

The Chair reported that the University's annual budget process, including the allocation of funds, was a complex and participatory process involving extensive consultation and information sharing. She introduced and invited Professor Scott Mabury, Vice-President, University Operations and Ms Sally Garner, Executive Director, Planning and Budget, to present³ the UTSC Campus Operating Budget: Allocation of Funds to the Committee. The presentation addressed the following themes: Budget Context 2015, Enrolment, Revenue and Expense Projections, University Fund Allocation, and Student Financial Support. The major

¹ Strategic Topic: Our Growing Campus- Security Implications

² Ms Sue Graham-Nutter assumed the Chair.

³ UTSC Campus Operating Budget: Allocation of Funds

REPORT NUMBER 11 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- March 25, 2015

points from each theme were as follows:

- **Budget Context 2015-** The 2015 budget was influenced and impacted by: provincial differentiation policy, internationalization, domestic tuition cap, entrepreneurship, changing technology, \$12.5B provincial deficit, public sector wage restraint, and interest and exchange rates.
- **Enrolment-** The institutional enrolment results for 2014-15 showed growth in undergraduate and graduate enrolment. Results for the year showed negative variances when compared to targets for domestic undergraduate and masters students, but overall the results were very close to the projected targets. At UTSC, undergraduate enrolment growth was projected to be about twenty percent by 2019. With the recent growth at UTSC there had been a positive trend in entering averages for undergraduate students. The current percentage of international undergraduate students at UTSC was eighteen percent.
- **Revenue and Expense Projections-** University operating revenues of \$2.16B for 2015-16 were reported to be primarily generated from: student fees and the provincial operating grants. Concerns were raised due to a majority of the revenue being generated from student fees and operating grants. In 2014-15, international tuition accounted for close to twenty-seven percent of all revenues generated. It was highlighted that heavy reliance on international student fees as a major source of revenue could bring additional risk should those enrolment figures decline. Comparable institutions in the United States generated close to forty percent of total revenue from “other” revenue, however those institutions received more funding for the indirect costs of research. Specific expense concerns were related to compensation and special pension payments.
- **University Fund (UF)-** The 2015-16 University Fund (UF) of \$10M base and \$4M OTO (one time only payments) were distributed by themes related to teaching excellence, research excellence, internationalization, and structural and budget support. Through the UF, UTSC was allocated two faculty positions and one staff position. UTSC also had a prior year OTO UF commitment of \$2M for 2015-16 for capital matching.
- **Student Financial Support-** In 2013-14 \$176M was distributed in student financial aid with the majority of funding given out in the form of University of Toronto Advance Planning for Students (UTAPS) and bursaries. \$256M in financial support had been distributed to graduate students with the majority of funding from research stipends and employment income. Funding for graduate students varied across divisions, but the University’s commitment was that it be no less than \$15K plus tuition and fees, while the average was \$435K in 2012-13. The net tuition (defined as tuition paid by the student after deducting University of Toronto bursaries and Ontario Student Assistance Program (OSAP) bursaries) paid by OSAP- eligible undergraduate students was approximately twenty-two percent of the posted rate.

In summary, Professor Mabury reiterated that the provincial grant continued to decline as a source of revenue while tuition from international tuition was increasing, and that the University of Toronto continued to perform well given the political and economic climate.

REPORT NUMBER 11 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- March 25, 2015

A member asked what the restraints were regarding research funding and Professor Mabury explained that the University of Toronto only received seventeen percent of each research dollar in indirect costs from the government while some comparable institutions in Canada and the United States received close to forty percent.

Professor Bruce Kidd, Vice-President and Principal, commented on the excellent work that had been done in preparing the institutional budget, and expressed appreciation for the addition of specific UTSC information in the presentation. The Chair thanked Professor Mabury and Ms Garner for visiting UTSC to present the information to the Committee.

At this point in the meeting, the Chair provided the Committee with an update from the last meeting of the University Affairs Board that was held on March 17, 2015. She reported that the UTSC Operating Plans: Service Ancillaries and Operating Plans and Fees: Student Affairs and Services were presented to the Board for information. She also reported that an academic presentation was made on the Pan-American and Para Pan American games.

CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 5) be approved.

The Chair reminded members that the next scheduled meeting of the Committee was on Wednesday, April 29, 2015 at 4:00 p.m.

5. Report of the Previous Meeting: Report 10 – Wednesday, February 11, 2015

6. Business Arising from the Report of the Previous Meeting

The Chair advised members of a change that was made to adjust an administrative error to the Health and Wellness portion of the motion for the Operating Plans- UTSC Student Services from the February 11th meeting. She reported that the University of Toronto index (UTI) and consumer price index (CPI) fees were inadvertently reversed in the motion presented to the Committee on February 11th, and that the error was identified and corrected before being considered for approval at the UTSC Campus Council meeting on March 3rd.

7. Date of the Next Meeting – Wednesday, April 29, 2015, 4:00 p.m. - 6:00 p.m.

REPORT NUMBER 11 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- March 25, 2015

8. Other Business

There were no other items of business.

The meeting adjourned at 5:35 p.m.


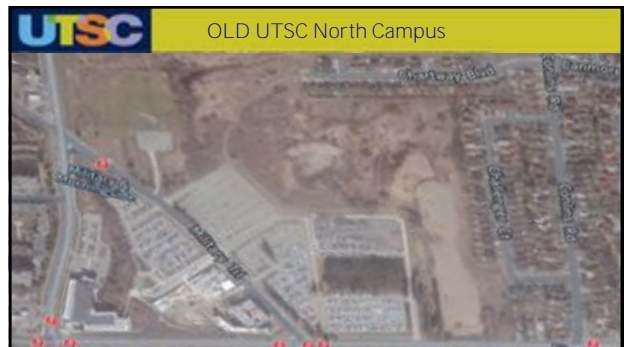
Secretary

Chair



Our Growing Campus Security - Implications


Campus Affairs Committee Meeting
March 25, 2015




Going Forward

To ensure we continue to provide a safe and supportive environment UTSC will:


- Focus on people and presence
- Incorporate technologies
- Further develop campus design




UTSC Focus on people and presence



Special Constables and Building Patrollers



New north Campus Police office




UTSC Incorporate technologies



Call Poles

Emergency Mass Notification System




Digital Displays



UTSC Further develop campus design



Valley Lands



IC


Bridge over Ellesmere



UTSC Mission Statement


To support the academic mission of the University, the UTSC Campus Community Police work in partnership with our community:

- To protect persons and property by developing programs and conducting activities that promote safety and security;
- To deliver non-discriminatory, inclusive programs to our diverse community;
- To remain accountable to our community;



UTSC

- To provide referral to community services;
- To respond to emergencies and provide assistance to faculty, students and staff;
- To ensure University policies and regulations are followed.



UTSC



Discussion



University of Toronto
Budget 2015

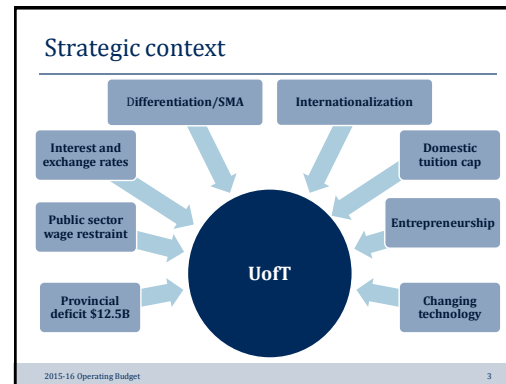
UTSC Campus Affairs Committee
March 25, 2015




Overview

- Budget context 2015
- Enrolment
- Revenue and expense
- University fund allocations
- Student financial support
- Summary

2015-16 Operating Budget




Strategic Mandate Agreement UofT

“UofT is a globally recognized, comprehensive and research-intensive institution with a leadership role in Ontario’s PSE system”

2015-16 Operating Budget 4

Enrolment



2015-16 Operating Budget

UofT enrolment results for 2014-15

	2013 Actual	2014 Actual	2014 Variance to Plan	% Variance
Total FTE				
UG Domestic	48,818	48,452	(845)	(1.7%)
UG International	9,030	10,415	451	4.5%
Masters	8,910	9,411	(106)	(1.1%)
Doctoral	6,154	6,239	17	0.3%
TOTAL	72,912	74,517	(483)	(0.6%)

2015-16 Operating Budget 6

Long term tri-campus undergraduate enrolment plans

Total FTE	2014 Actual	2019 Plan	5 year Growth Plan	% Growth
UTM	10,942	13,044	2,102	20%
UTSC	10,088	11,511	1,423	14%
St George	37,836	37,928	92	0%
Total UG	58,866	62,483	3,617	6%

2015-16 Operating Budget

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Divisional undergraduate international plans (HC)

Division	Intake		Total Enrolment	
	2014 Actual	2015 Plan	2014 Actual	2019 Plan
APSE	35%	32%	26%	27%
A&S	27%	31%	18%	25%
UTM	20%	18%	16%	16%
UTSC	20%	18%	15%	16%

2014 total international UG students = 11,947 (17.4% of UG)

2015-16 Operating Budget

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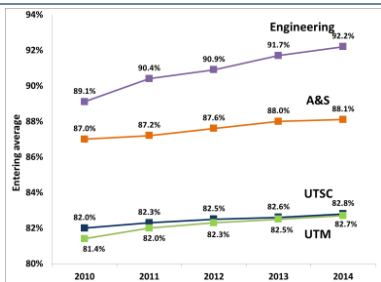
2014-15 UTSC Undergraduate Enrolment

Area of Study	2014-15 FTE	% International
Arts & Humanities	1,855	11%
Social Sciences	3,007	12%
Management	1,422	35%
Life Sciences	1,284	5%
Other Sciences	2,521	18%
TOTAL	10,088	16%

2015-16 Operating Budget

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Entering averages are increasing



2015-16 Operating Budget

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2014-15 UTSC Graduate Enrolment

Program Type	2014-15 FTE	Projected 2019-20
Prof Masters (Env. Sci)	87	110
DS Masters UTSC (Psych)	10	10
DS Masters tri-campus *	35	n/a
PhD UTSC (Psych and Env. Sci)	44	79
PhD tri-campus *	92	n/a
TOTAL	268	

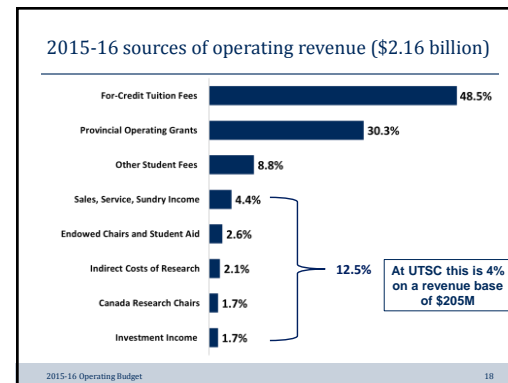
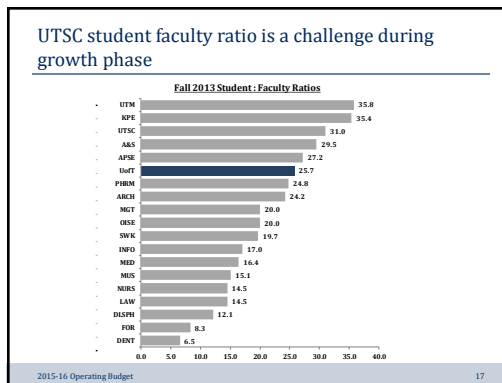
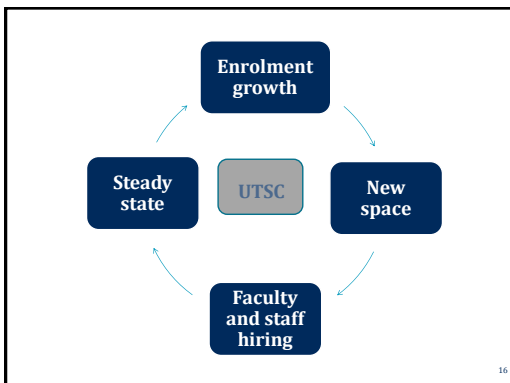
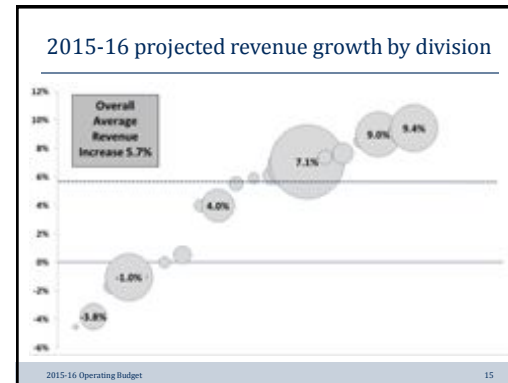
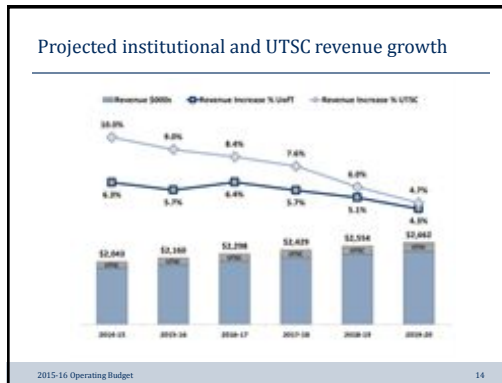
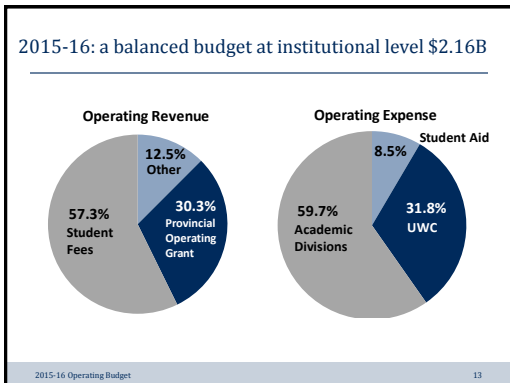
* As per self-declared code in student system

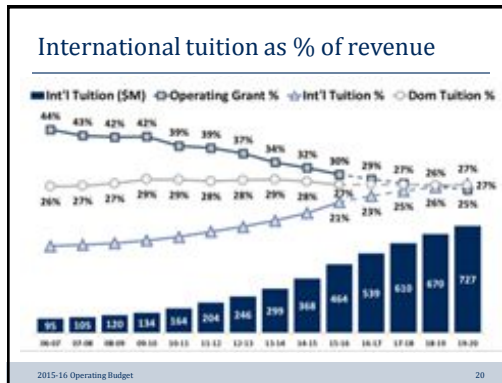
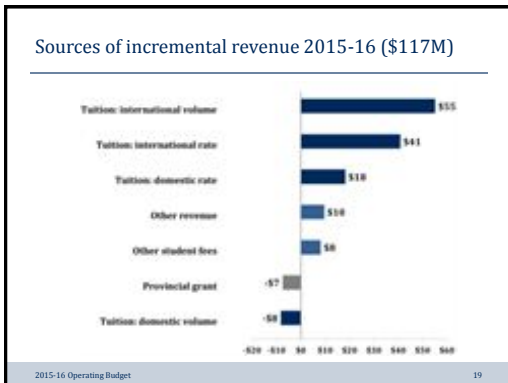
2015-16 Operating Budget

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Revenue and expense projections







- ### Compensation update
- Context of provincial wage restraint
 - Negotiations ongoing with UTFA
 - Agreement with CUPE 3902 Unit 3 (sessional instructors) ratified
 - USW agreement in place July 1, 2014 - June 30, 2017: 3-year average all-in cost of settlement = 3.45%
- 2015-16 Operating Budget 21

Pension special payments and other related costs

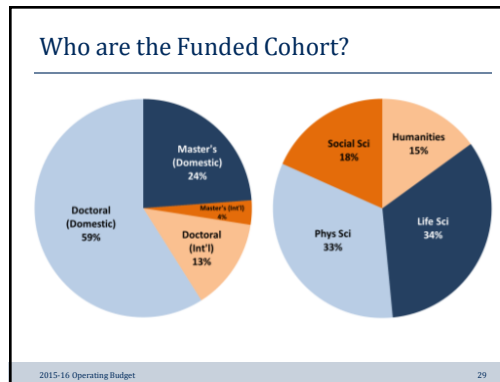
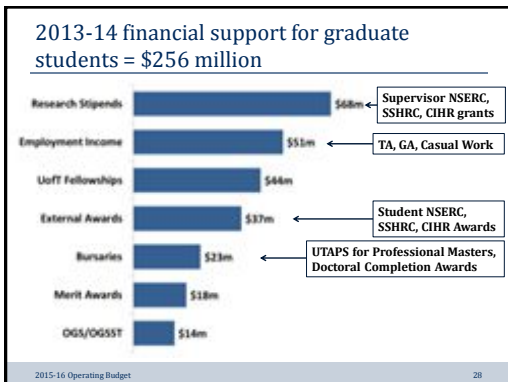
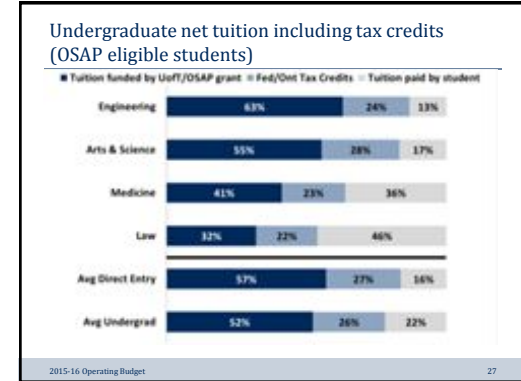
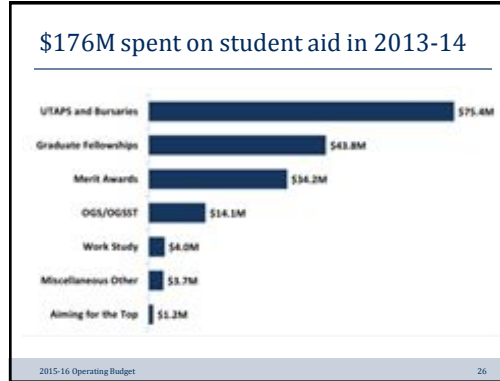
Year	Annual \$M	Cumulative \$M
Up to 2010-11	27	27
2011-12	30	57
2012-13	20	77
2013-14	10	87
2014-15	5	92
2015-16	5	97
2016-17	5	102
2017-18	5	107
2018-19	5	112
2019-20	0	112

2015-16 Operating Budget 22

- ### 2015-16 University Fund: \$10M base + \$4M OTO
- Theme 1: Teaching Excellence**
- Faculty FTE (address student-faculty ratios and PhD enrolment growth)* \$3.3M
 - OISE restructuring (OTO) \$1.0M
 - SCS capital funding (OTO) \$1.0M
 - Interdivisional teaching \$2.0M
 - UG teaching innovation \$500K
- * 2 faculty positions for UTSC
- 2015-16 Operating Budget 23

- ### 2015-16 University Fund: \$10M base + \$4M OTO
- Theme 2: Research Excellence**
- Top-up to doctoral recruitment fund (PhDEIF) \$2.0M
 - Medicine research space operating costs \$1.0M
 - Entrepreneurship CLA Mgmt. Committee (OTO) \$500K
 - IHPME integration \$150K
- Theme 3: Internationalization**
- International student services in divisions* \$750K
 - UG international experience opportunities \$500K
- Theme 4: Structural Budget Support**
- Structural budget support \$2.0M
 - * 1 staff position for UTSC
- 2015-16 Operating Budget 24

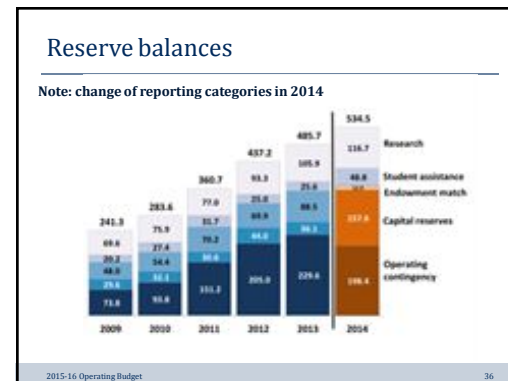
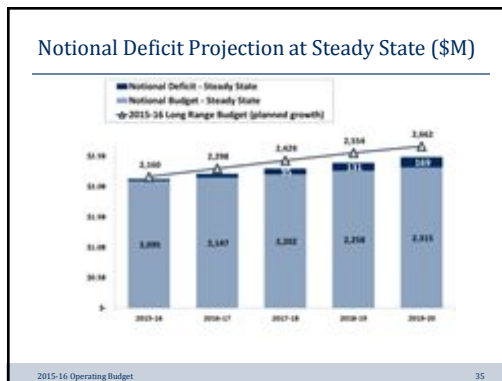
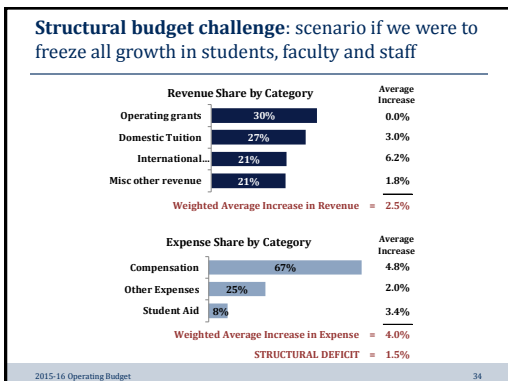
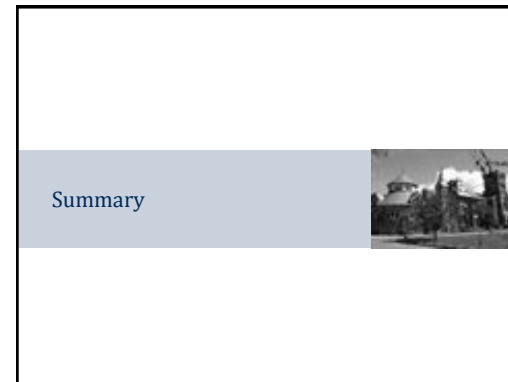
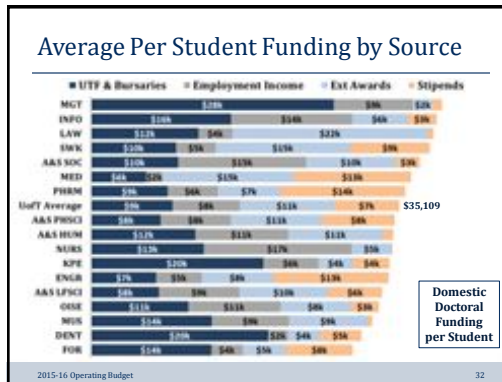
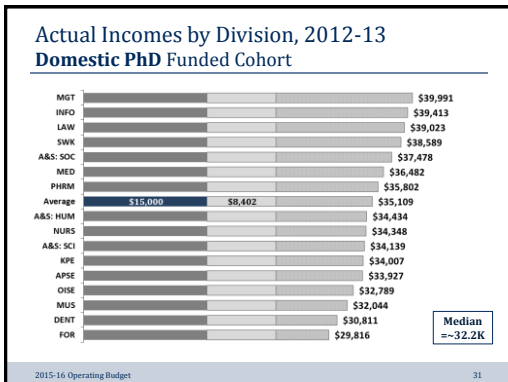
Student financial support

Defining the Funding Commitment

- Minimum annual funding commitment made to each student in the funded cohort
 - A combination of fellowships, stipends from research grants, external scholarships, bursaries, and up to 205 hours of TA work (less in some depts)
- Amount varies by department, but is at least \$15k plus tuition and fees:
 - \$23,400 domestic
 - \$33,100 international

2015-16 Operating Budget 30



Summary

- Provincial Grant continues to decline as overall source of revenue
- International enrolment growth is very strong
- Source of revenues generally more dynamic and risky – divisions prioritizing OTO investments
- Incoming undergraduate entering averages continue to rise
- Good progress on graduate student intensification as per 2030 plan
- UofT provides competitive support for graduate students
- Continue to face a structural budget challenge but some improvement on the expense side
- More attention to alternative revenues – growing the non-student portion of the pie
- As always...decisions matter