



**UTSC Campus Council**

**Thursday, April 24, 2014**

**4:00 p.m. - 6:00 p.m.**

**UTSC Council Chamber, Arts and Administration Building, Room AA160**

**1265 Military Trail**

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**AGENDA**

- 1. Chair's Remarks**
- 2. Report of the Interim Vice-President and Principal**
  - a. UTSC Students—Excelling Academically and Athletically
- 3. UTSC Strategic Plan\* (for approval)**

Be It Resolved,

THAT subject to confirmation by the Executive Committee,

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

- 4. Compulsory Non-Academic Incidental Fees – Student Society Fees: UTSC Student Society Proposals for Fee Increases\* (for approval)**

+ Confidential documentation included for members only

\* 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

UTSC Campus Council, Thursday, April 24, 2014

Be It Resolved,

THAT subject to confirmation by the Executive Committee,

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

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**CONSENT AGENDA\*\***

**5. Report of the Previous Meeting: Report Number 4 – Tuesday, March 4, 2014\***

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

**7. Reports for Information**

- a. Report Number 5 of the Agenda Committee (Wednesday, April 9, 2014) \*
- b. Report Number 5 of the Academic Affairs Committee (Tuesday, March 25, 2014) \*
- c. Report Number 5 of the Campus Affairs Committee (Wednesday March 26, 2014) \*

**8. Date of the Next Meeting- Wednesday, May 28, 2014**

**9. Other Business**

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**10. Question Period**

+ Confidential documentation included for members only

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*IN CAMERA*

**11. Appointments: 2014-15 UTSC Campus Council and Standing Committee,  
Community Members +**

+ Confidential documentation included for members only

\* 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](mailto:saunders@utsc.utoronto.ca)

\*\*\* Documentation to follow



**FOR APPROVAL**

**PUBLIC**

**OPEN SESSION**

**TO:** UTSC Campus Council

**SPONSOR:** Professor Bruce Kidd, Interim Vice-President and Principal  
**CONTACT INFO:** 416-287-7025; principal@utsc.utoronto.ca

**PRESENTER:** Ms Sue Graham-Nutter, Chair, UTSC Campus Affairs Committee  
**CONTACT INFO:** 416 407-4007, sue.grahamnutter@rogers.com

**DATE:** April 17, 2014 for April 24, 2014

**AGENDA ITEM:** 3

**ITEM IDENTIFICATION:**

UTSC Strategic Plan

**JURISDICTIONAL INFORMATION:**

Section 4 of the UTSC Campus Council's Terms of Reference provides that the Council "is concerned with matters affecting the Campus' objectives and priorities, the development of long-term and short-term plans and the effective use of resources in the course of these pursuits."

**GOVERNANCE PATH:**

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

**PREVIOUS ACTION TAKEN:**

The UTSC Academic Affairs Committee received the UTSC Strategic Plan for information at its meeting held on Tuesday, March 25, 2014. On Wednesday, March 26, 2014, the UTSC Campus Affairs Committee recommended the UTSC Strategic Plan for approval to the UTSC Campus Council.

**HIGHLIGHTS:**

The 2014 UTSC five year Strategic Plan is the new updated document that will replace the 2008 UTSC Strategic Plan. The past five years have seen tremendous achievements by our people and a forward thinking transformation of our campus with the broader context of our University. The

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

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

The UTSC Strategic Plan outlines the following:

- Trends in Post-Secondary Education
- Context for the University of Toronto
- Context for the University of Toronto Scarborough
- The Five UTSC Strategic Directions and their Corresponding Priorities
  1. New and Emerging Areas of Scholarship: Lead thinking in traditional disciplines, and build new areas of scholarship
  2. Innovative Research: Create and share new knowledge in new ways
  3. Global Perspective: Harness the advantages of our local surroundings and global reach
  4. Experiential Learning: Enhance learning through experiences on campus and beyond
  5. Strong Foundations: Create strong interpersonal connections through the campus of tomorrow

#### **FINANCIAL IMPLICATIONS:**

There are no net financial implications on the campus' operating budget.

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

#### **RECOMMENDATION:**

Be It Resolved,

THAT subject to confirmation by the Executive Committee,

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

**DOCUMENTATION PROVIDED:**

UTSC Strategic Plan

UTSC Strategic Plan Presentation



# UTSC STRATEGIC PLAN

*INSIDE*

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TRENDS IN  
POST-SECONDARY  
EDUCATION

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U OF T  
UTSC



## BUILDING ON OUR STRENGTHS

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

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

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

### ENVIRONMENTAL CONTEXT

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

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VISION, MISSION,  
& GUIDING  
PRINCIPLES

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STRATEGIC  
DIRECTIONS &  
PRIORITIES

# TRENDS IN POST-SECONDARY EDUCATION

## GROWTH OF INTERNATIONAL COMMUNITIES & INTERNATIONAL STUDENTS IN CANADA

Canada, and its student population, is becoming increasingly diverse. Fifty per cent<sup>1</sup> of those living in the Toronto region were born outside of Canada, an astonishingly high proportion unequalled anywhere else in the world. This growing diversity has helped make Canada and Toronto more specifically one of the most attractive destinations for international students and there is an opportunity to build on this

momentum to better position Canada, and UTSC, as a leading destination for post-secondary education that caters to diverse student populations. In January 2014, the Government of Canada announced funding for a new program that will see more than 450,000 international students and researchers enrolled in Canadian universities by 2022.<sup>2</sup>



## RELEVANCE OF A UNIVERSITY EDUCATION

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

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



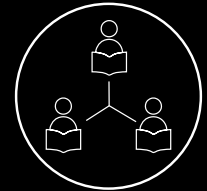
1. [http://www.toronto.ca/toronto\\_facts/diversity.htm](http://www.toronto.ca/toronto_facts/diversity.htm)  
 2. <http://www.international.gc.ca/media/comm/news-communiqués/2014/01/15a.aspx?lang=eng>  
 3. <http://cou.on.ca/news/media-releases/pdfs/2012gradsurvey>



## CHANGING NATURE OF HOW STUDENTS LEARN

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

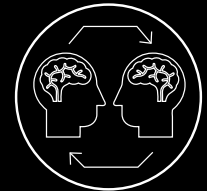
they are motivated by solving real-world problems and prefer to do, rather than to listen. Learning in the 21st century requires an adept use of technology, and global collaboration, and UTSC should continue to provide these opportunities to students both in and out of the classroom.



## EVOLVING COMPETITION FOR POST-SECONDARY EDUCATION

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

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



## FUNDING CHALLENGES

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

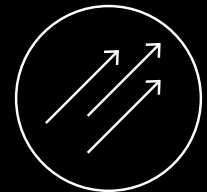
our operating budget. We know that our financial situation is not unique and that's why we are ready to take on more students, as the government plans to increase university spaces in the GTA by 60,000 students.



## CHANGING MARKET DEMANDS

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

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



## INCREASING COMPETITION FOR DONOR DOLLARS

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

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



# UNIVERSITY OF TORONTO

## NEW LEADERSHIP & STRATEGY

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

## COMMUNITY BUILDING

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

## INTERNATIONAL OUTREACH

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

## RE-EXAMINING AND RE-INVENTING UNDERGRADUATE EDUCATION

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





# UNIVERSITY OF TORONTO SCARBOROUGH

## AN EXCEPTIONAL STUDENT BODY

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

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

## PLANS FOR GROWTH

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

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

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

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

## LEARNING OUTSIDE THE CLASSROOM

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

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

## MOVING FORWARD

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

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



# UNIVERSITY OF TORONTO'S MISSION

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

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

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

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

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

## GUIDING PRINCIPLES

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

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





## **OUR STRATEGIC DIRECTIONS & THEIR CORRESPONDING PRIORITIES**

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





# 1

## NEW & EMERGING AREAS OF SCHOLARSHIP

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

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

### OUR PRIORITIES:

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

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

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



# 2

## INNOVATIVE RESEARCH

Create and share new knowledge in new ways

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

### OUR PRIORITIES:

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

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

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



# 3

## GLOBAL PERSPECTIVE

Harness the advantages of our local surroundings and global reach

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

### OUR PRIORITIES:

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



# 4

## EXPERIENTIAL LEARNING

Enhance learning through experiences on campus and beyond

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

### OUR PRIORITIES:

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



# 5

## STRONG FOUNDATIONS

Create strong interpersonal connections through the campus of tomorrow

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

### OUR PRIORITIES:

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



Dated: March 18, 2014



UNIVERSITY OF  
**TORONTO**  
SCARBOROUGH

1264 Military Trail, Toronto, Ontario M1C 1A4 | Tel 416-287-8872 | [info@utsc.utoronto.ca](mailto:info@utsc.utoronto.ca)

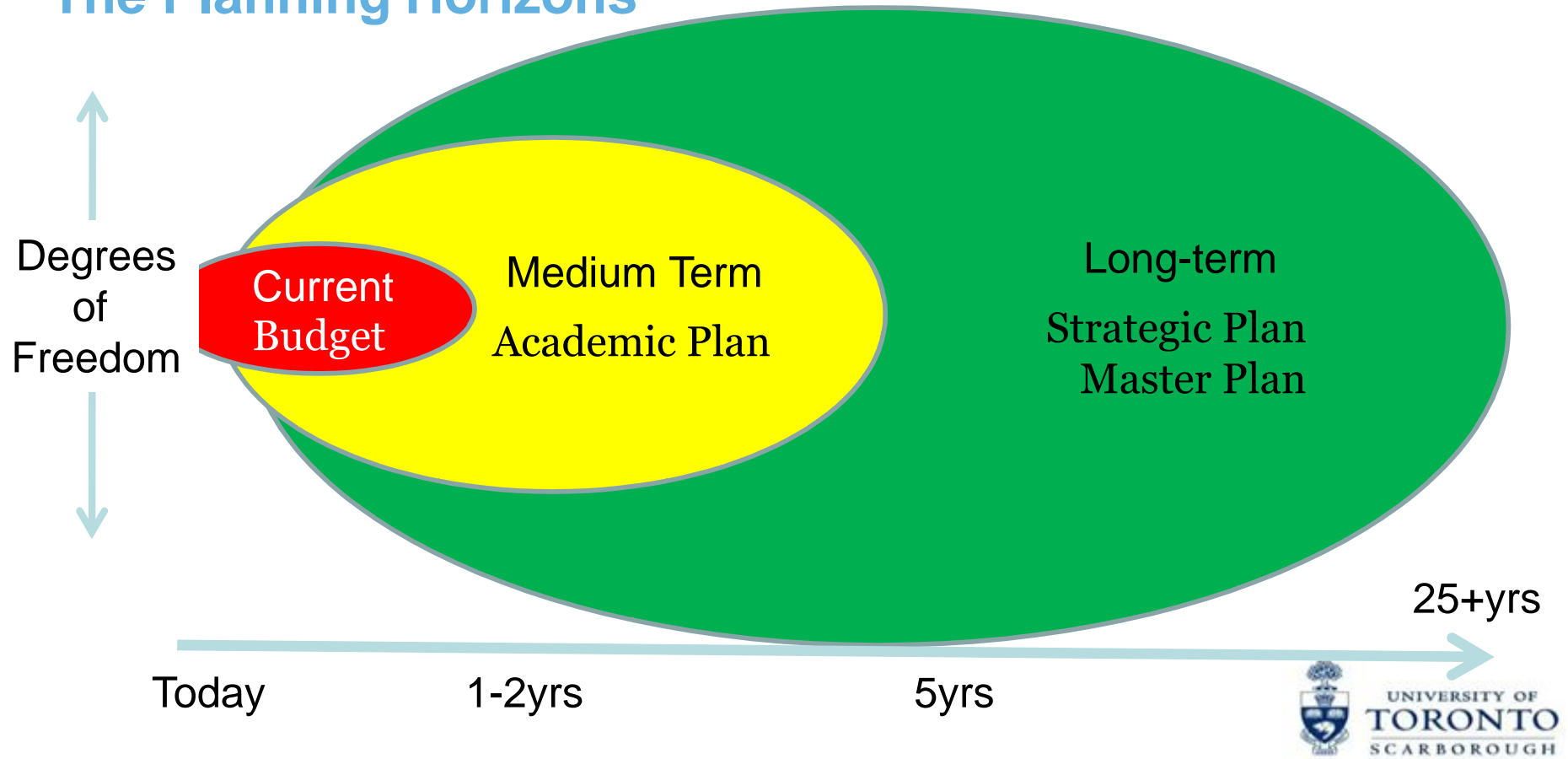


# UTSC Strategic Plan

March 2014



## The Planning Horizons





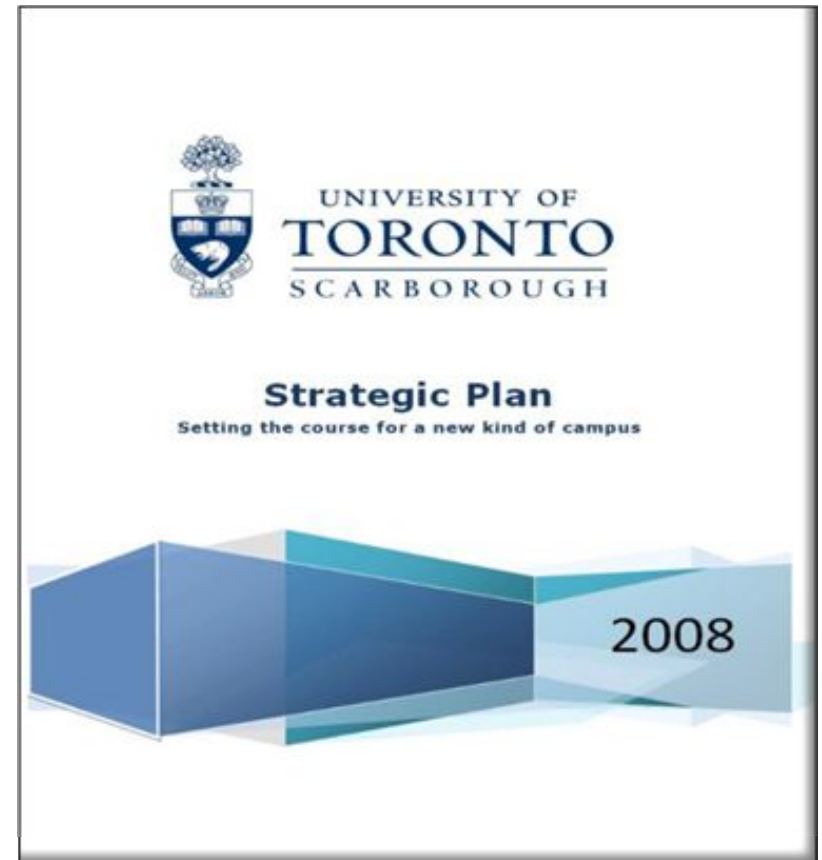


# Process for Developing Plan



## Strategic Directions

1. New and Emerging Areas of Scholarship
2. Enhanced Research and Graduate Training
3. Internationalism
4. Experiential Learning
5. Sustainable University Platform





## How did we get to our 2008 Strategic Plan

- Presentations to Departments
- Department workshops to develop UTSC identity
- Meetings with Junior Faculty
- Consultations with student groups
- Dean and Chairs direct input
- Direct feedback from students, faculty & staff
- Ongoing communication across campus with *Transitions*
- Town hall meetings

*This plan was developed with broad input and transparency across the campus*





## Current Strategic Planning Process

- We identified the need to review our strategy which which was a 5 year plan ending in 2013
- We chose to undertake a refresh, as opposed to a rewrite, as we are confident in the direction our campus is heading and want to build upon our successes
- We also wanted to use the Strategic Plan as the initiation of our Campus Balanced Scorecard





## Strategic Planning Process

- We initiated work for the strategic plan in April of 2013
- At our April 23<sup>rd</sup> 2013 meeting the CLF met to weigh in on our existing strategy, and to give direction for the revised strategy
- Our major kickoff was at the May 7, 2013 Executive Group meeting, where we formally initialized the strategic plan refresh





## Strategic Planning Process

- Throughout early summer the Executive Group took the lead on visioning for the strategic refresh, with the aim of having working elements of a strategy ready for broader circulation once everyone returned in September.
- Our approach throughout summer included:
  - An initial, visioning meeting on May 28<sup>th</sup>
  - A second update on June 21<sup>st</sup>
  - During July and August a great deal of work went on as we put pen to paper to refine our Vision, Mission, Principles, and Strategic Directions.





## Consultation - Strategic Planning Process

Entering September, 2013, we began a period of intensive consultation with the following groups to collaboratively develop the strategy:

- The CAD (Chairs and Academic Directors)
  - Research Advisory Board
  - Office of the Dean
  - Office of the VP Research
  - The Office of Business, Operations and Strategic Affairs
  - The Office of Student Affairs
  - The Development and Alumni Relations Office
  - The CLF (Campus Leadership Forum)
  - The Executive Group (individually, and as a Steering Committee)
  - Iterative feedback with the Provost
- Our work with these groups focused on validating the Vision, Mission, Principles and Strategic Directions, and collaboratively developing Priorities beneath each Direction.





# The Updated Strategic Plan







# Influences on Strategic Planning





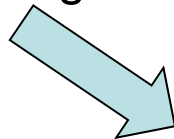
# Vision and Mission

## Our Vision

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

## Mission

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



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





## Updated Strategic Directions

- |  |  |
|--|--|
| 1. New and Emerging Areas of Scholarship at the UG level | 1. New and Emerging Areas of Scholarship |
| 2. Enhanced Graduate Training                            | 2. Innovative Research                   |
| 3. Internationalism                                      | 3. Global Perspective                    |
| 4. Experiential Learning                                 | 4. Experiential Learning                 |
| 5. Sustainable University Platform                       | 5. Strong Foundations                    |





# New and Emerging Areas of Scholarship



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

Our Priorities:

- Defining opportunities that capture the evolving interests of faculty and students, while ensuring the sustainability of new programs
- Building critical mass of research and teaching faculty in our new and emerging areas of scholarship

1

## NEW & EMERGING AREAS OF SCHOLARSHIP

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

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

### OUR PRIORITIES

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

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

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

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# Innovative Research

Create and share new knowledge in new ways

Our Priorities:

- Building our research capacity
- Elevating our diverse research cultures
- Enriching student experience through research engagement
- Sharing our ideas in ways that resonate

**2 INNOVATIVE RESEARCH**  
Create and share new knowledge in new ways

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

**OUR PRIORITIES:**

- **Building our research capacity.** Research leadership requires faculty to devote considerable time, energy and resources to their fields of interest. This priority focuses that commitment. It will focus on the acquisition and stewardship of equipment and other research resources, as well as recruitment and support of staff and faculty that propel discovery.
- **Elevating our diverse research cultures.** While UTSC researchers are united in their passion and dedication to advancing their fields, there are different research cultures that help to inspire the efforts of our researchers across our campus. This priority acknowledges and builds on our diverse research cultures, celebrating them as strengths of our university system.
- **Enriching student experience through research engagement.** We aspire to provide students with opportunities to participate in academic research. Our aim is to forge meaningful, productive research partnerships between our faculty and our students, and between our post-graduate and undergraduate students.
- **Sharing our ideas in ways that resonate.** Beyond developing new and exciting ideas, articulating and sharing them in ways that resonate broadly is a central component of our research enterprise. Our impact is a function, in part, of our skill in helping others to genuinely understand and act upon our discoveries.

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# Global Perspective



# 3

## GLOBAL PERSPECTIVE

Harness the advantages of our local surroundings and global reach

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

### OUR PRIORITIES:

- **Strengthening and recognizing the role of our global perspective.** This priority focuses on bringing global perspectives and an understanding of other worldviews into our research and teaching, when and where appropriate.
- **Collaborating with our local communities.** Our location within one of the most culturally diverse communities in the world is a tremendous strength. It presents opportunities to

enhance research and teaching efforts for the university, and strengthen the connections that surround us. This priority encourages research into our communities, and encourages us to open our doors so they can benefit from our campus and its surroundings.

- **Establishing a global presence.** We have already begun to reach through and beyond our local communities and across the world – building global awareness of and interest in UTSC. This priority will focus on being strategic in our international outreach through the development of partnerships, recruitment efforts, and advancement activities.

UTSC STRATEGIC PLAN | 52

Harness the advantages of our local surroundings and global reach

Our Priorities:

- Strengthening and recognizing the role of our global perspective
- Collaborating with our local communities
- Establishing a global presence






# Experiential Learning

Enhance learning through experiences on campus and beyond

Our Priorities:

- Helping students bring knowledge to life
- Leveraging our partners to create opportunities for students
- Creating extra curricular opportunities for students to practice, share and grow.



## 4 EXPERIENTIAL LEARNING

Enhance learning through experiences on campus and beyond

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

**OUR PRIORITIES:**

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

REVISIT: 2016-2018 PLAN



# Strong Foundations



5

## STRONG FOUNDATIONS

Create strong interpersonal connections through the campus of tomorrow

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

### OUR PRIORITIES

- Fostering a culture and support system that brings students to our university, and helps them to succeed. This priority is about nurturing the welcoming and ambitious culture we have built on our campus, and providing the services and supports that allow our culture to thrive and our students to succeed.
- Attracting, developing, and retaining faculty and staff. This priority is about being targeted in our hiring activities. It is also related to ensuring that it also related to ensuring that we have a vibrant internal culture, and supports in place that are designed to help people succeed.
- Providing the infrastructure and physical environment people need to do their best work. This priority is about

ensuring we have the technology, functional spaces, and physical environment to help our people do their best work.

- Creating buildings that tell stories. Our campus inspires people. The beauty of our natural surroundings is enhanced by a tradition of architectural excellence that goes back fifty years. This priority builds upon that tradition, ensuring that the master planning and growth of our campus build upon and leverage that heritage and strength.
- Using our resources effectively to achieve our ambitious plans and deliver on our mission. With a strong financial position, we can not only achieve our ambitious plan, but also reach beyond them. This priority is about creating innovative solutions that grow our funding, manage our costs prudently and deliver on our ambitious advancement targets.
- Making UTSC a core aspect of the personal identity of our students, faculty, alumni, and emeriti, and staff throughout their lives. This priority is about ensuring that the pride people feel in their affiliation and association with UTSC is of lifelong duration.

UTSC STRATEGIC PLAN | 18

Create strong interpersonal connections through the campus of tomorrow

- Fostering a culture and support system that brings students to our university and helps them succeed
- Attracting, developing and retaining faculty and staff
- Providing the infrastructure and physical environment people need to do their best work.
- Creating buildings that tell stories
- Being well resourced financially to achieve our ambitious plans and deliver on our mission
- Making UTSC a core aspect of the personal identity of our students, faculty, alumni and emeriti, and staff throughout their lives

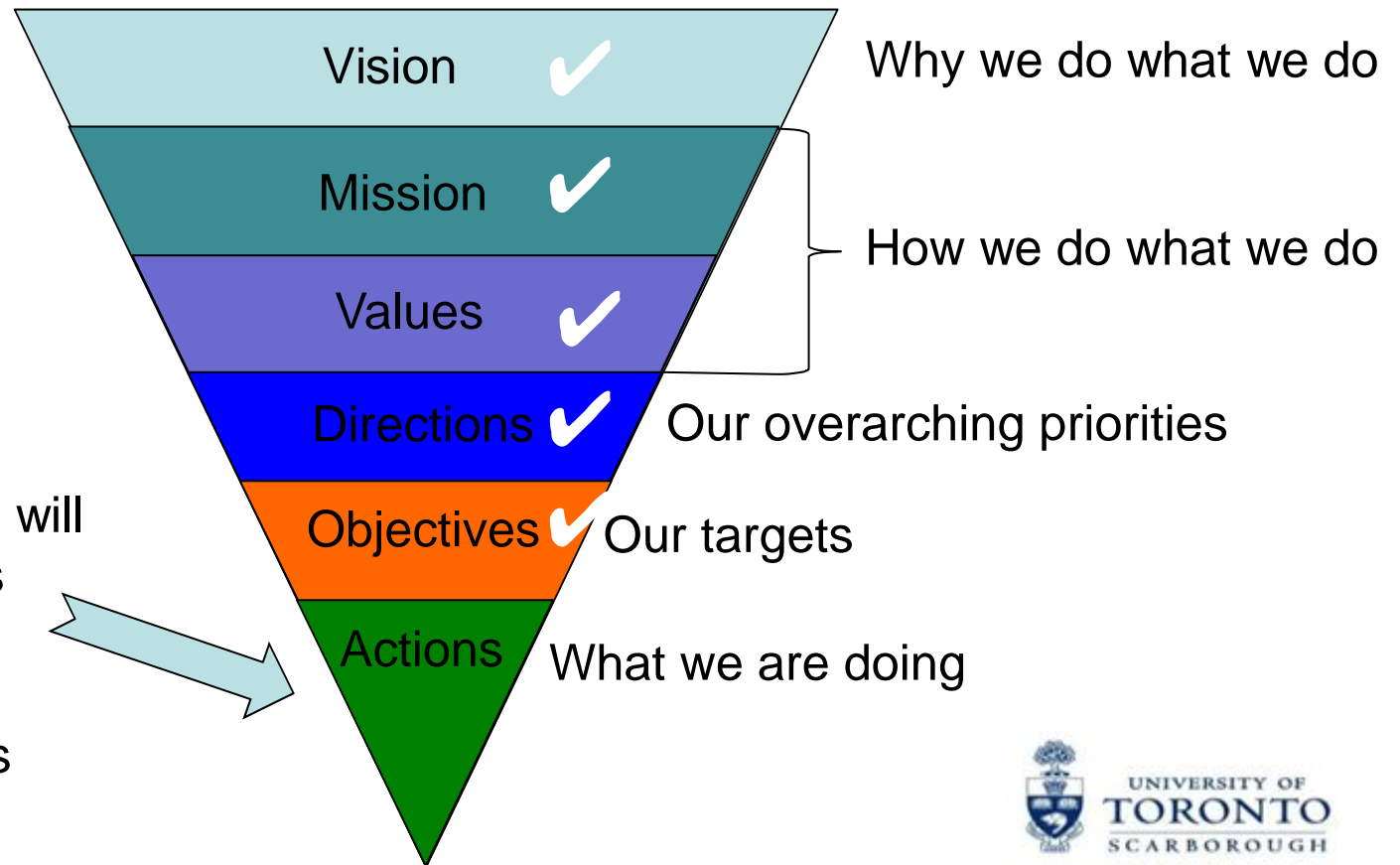




# Next Steps



# Elements of a Strategic Plan



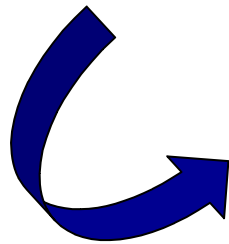
1. Academic Departments will update Academic Plans
2. Then support units will update operational plans



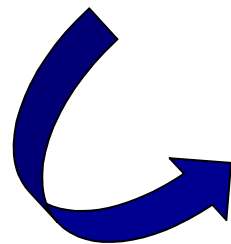


## Order of Planning

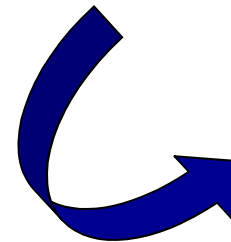
Strategic Plan



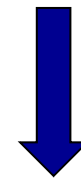
Academic Plan



Service/Admin/Capital Plans



Campus Plan



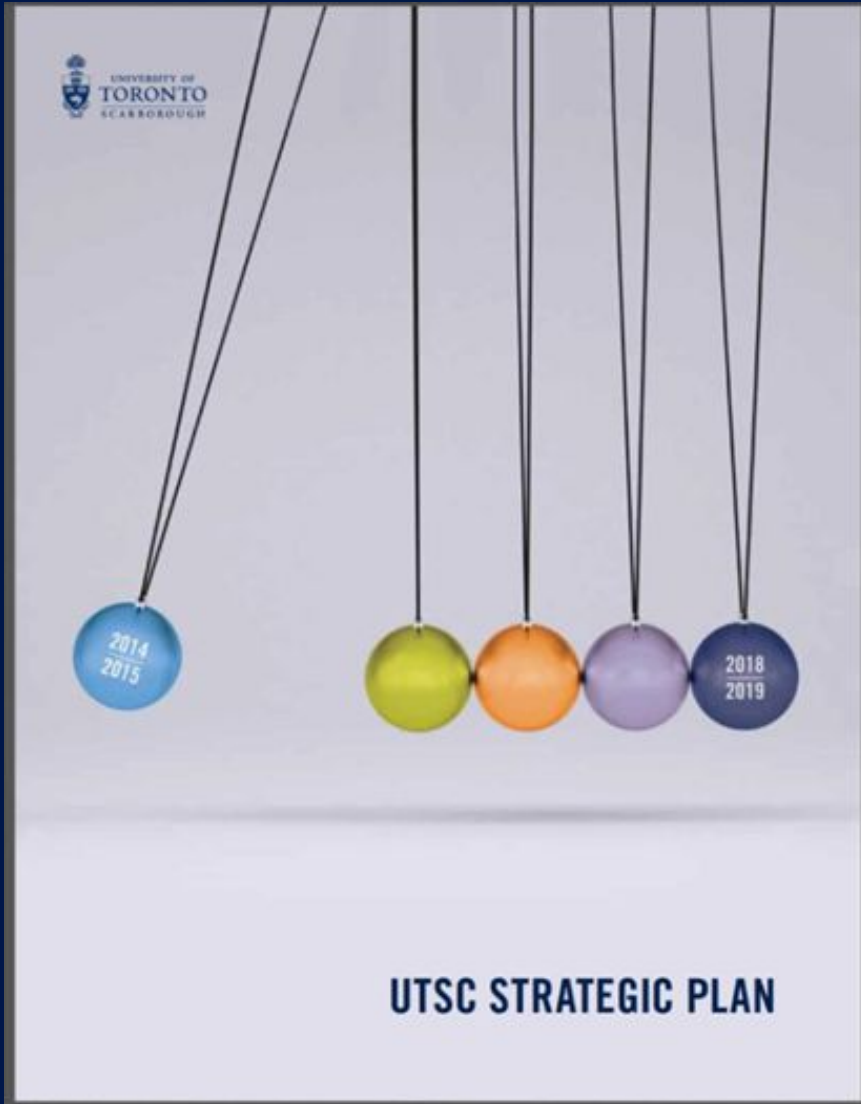
Annual Budget



## Summary

- Strategic Plan - gives campus long-term direction
- Academic Plan - sets objects for and targets for our core mandate
- Service Plans - are the support plans
- Campus plan - is the amalgamation of Academic and Service plans
- Annual Budget- the expression of our near-term objectives
- Scorecard- will be our tracking tool





# Thank-you



OFFICE OF THE CAMPUS COUNCIL

**FOR APPROVAL**

**PUBLIC**

**OPEN SESSION**

**TO:** UTSC Campus Council

**SPONSOR:** Professor Bruce Kidd, Interim Vice-President and Principal  
**CONTACT INFO:** 416-287-7025; principal@utsc.utoronto.ca

**PRESENTER:** Ms Sue Graham-Nutter, Chair, UTSC Campus Affairs Committee  
**CONTACT INFO:** 416 407-4007, sue.grahamnutter@rogers.com

**DATE:** April 17, 2014 for April 24, 2014

**AGENDA ITEM:** 4

**ITEM IDENTIFICATION:**

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

**JURISDICTIONAL INFORMATION:**

Section 5 of the Campus Council Terms of Reference lists student societies and compulsory non-academic incidental fees among the body’s areas of responsibility.

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

Student society fees are subject to the terms and conditions of the *Policy on Ancillary Fees* (Category 2.0, “Student organizations and services provided by such organizations,” and Category 3.0, “Student levies for specific, limited projects”), and the *Policy for Compulsory Non-Academic Incidental Fees* (Preamble, Section A., and in particular, Section B.).

Section B.4. of the *Policy for Compulsory Non-Academic Incidental Fees* outlines the general expectations with respect to increases of student society fees:

*Requests to change the fee collected on behalf of a student society and requests for new fees shall be approved only when evidence has been presented that the request has been authorized by due constitutional process in the organization. The procedures to request approval of a new fee or an increase to an existing fee shall be published in the Handbook for Student Societies.*

*UTSC Campus Council – Compulsory Non-Academic Incidental Fees – Student Society Fees: UTSC Student Society Proposals for Fee Increases*

*Cost of Living Increases*

- (a) *Where the amount of an increase in the fee charged is not greater than the year-over-year change in consumer prices for Ontario as measured by Statistics Canada (December-over-December) as of December 31 of the previous year, the request must be supported by the results of a previous referendum approving the principle of a cost-of-living adjustment. In special circumstances (e.g., when a portion of a student society fee is designated for a health plan or capital project), other inflation indexes or predetermined inflation factors may be used, provided that the request is supported by the results of a previous referendum approving the use of the specific inflation index or predetermined inflation factor.*

*Referendum Requirement*

- (b) *Where the amount of an increase in the fee charged is greater than the year-over-year change in consumer prices, the request must be supported by the majority of the society's members voting in a recent referendum.*

In summary, increases which are greater than the cost of living must be supported by referendum. Other increases must be supported by a previous referendum approving the concept of annual increases by the cost of living or an explicit inflation factor. When such a provision is approved by referendum, annual increases, no greater than the Ontario Consumer Price Index of the previous December, or no greater than a specific inflation factor approved by referendum, may be requested upon approval of the board or council of the organization.

The administrative procedures are outlined in the *Handbook for Student Societies*, which is published by the Office of the Vice-Provost, Students and First-Entry Divisions (OVPS).

Requests for increases are brought forward to the Committee by the administration on the assurances of the student societies that due constitutional and fair procedures have been followed within the societies concerned. If a complaint is received about the process related to a fee request from a student society, the OVPS makes inquiries about the issue and, if necessary investigates matter further as part of the assessment of the request.

**GOVERNANCE PATH:**

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

**PREVIOUS ACTION TAKEN:**

The Campus Council approved the proposal for Student Societies fee increases at the March 4, 2014 meeting. This particular increase was, in fact, included in the documentation from the previous meeting of the Campus Council. It was listed in the memorandum from Mr. Pouyat

*UTSC Campus Council – Compulsory Non-Academic Incidental Fees – Student Society Fees: UTSC Student Society Proposals for Fee Increases*

among the fee requests but was inadvertently left out of the list of motions for approval.

**HIGHLIGHTS:**

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

This particular increase concerns the following:

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

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

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

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

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

**FINANCIAL IMPLICATIONS:**

There are no net financial implications for the campus’ operating budget.

**RECOMMENDATION:**

Be It Resolved,

THAT subject to confirmation by the Executive Committee,

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



*UTSC Campus Council – Compulsory Non-Academic Incidental Fees – Student Society Fees: UTSC Student Society Proposals for Fee Increases*

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**DOCUMENTATION PROVIDED:**

See Documentation Provided for Item 5 for the March 4, 2014 meeting of the Campus Council beginning on page 150.

<http://www.utsc.utoronto.ca/governance/sites/utsc.utoronto.ca.governance/files/u10/CC%20Final%20Mar%204.pdf>

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UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

**REPORT NUMBER 4 OF THE CAMPUS COUNCIL**

**March 4, 2014**

Professor William A. Gough, (Chair)  
Mr. R. Mark Krembil, (Vice-Chair)  
Professor Bruce Kidd, Interim  
Vice-President & Principal  
Ms Sara Allain  
Mr. Preet Banerjee  
Mr. Harvey Botting  
Mr. Asher Chohan  
Mr. Luki Danukarjanto  
Mr. Adrian De Leon  
Professor Suzanne Erb  
Ms Kathy Fellowes  
Ms Sue Graham-Nutter  
Mr. Roshan Gunapalasundaram  
Mr. John Kapageridis  
Dr. Elaine Khoo  
Ms Marilyn Kwan  
Ms Nancy Carolyn Lee

Mr. Hussain Masoom  
Ms Alyssa Moses  
Dr. Christopher Ollson  
Professor Stephen Rockel  
Ms V. Elaine Thompson  
Mr. Andrew Arifuzzaman (Chief  
Administrative Officer)  
Professor Rick Halpern (Dean and Vice-  
Principal, (Academic))

**Secretariat:**

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

**Absent:**

Dr. Brian Harrington  
Dr. Effie Sauer

**In attendance:**

Dr. Curtis Cole, Registrar & Assistant Dean (Enrollment Management)  
Ms Sally Garner, Executive Director, Planning and Budget  
Ms Lesley Lewis, Assistant Dean  
Professor Scott Mabury, Vice-President, University Operations  
Ms Helen Morissette, Director, Financial Services  
Mr. Desmond Pouyat, Dean of Student Affairs  
Ms Kim Richard, Director, Human Resources Services

Ms Liza Arnason, Director, Student Life  
Ms Joyce Hahn, Senior Financial Officer, Capital & Business Operation

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Ms Elsa Kiosses, Interim Manager, Health and Wellness Centre  
Mr. Scott McRoberts, Director, Athletics and Recreation  
Mr. Gary Pitcher, Director, Campus Safety, Issue and Emergency Management  
Ms Michelle Verbrughe, Director, Student Housing & Residence Life  
Ms Frances Wdowczyk, Director, Business Development & Special Advisor to the CAO

Ms Rasika Endley, Student Ambassador and Campus Tour Guide  
Mr. Jenkin Mok, Student Ambassador and Campus Tour Guide  
Ms Nadine Vansonsen, Student Ambassador and Campus Tour Guide  
Ms Shelby Verboven, Director of Recruitment

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

The Chair welcomed and thanked members and guests for attending the meeting, and offered a special welcome to Professor Bruce Kidd, Interim Vice-President and Principal of UTSC. He also welcomed Mr. Mark Krembil who participated in the meeting by teleconference,

### **2. Report of the Interim Vice-President and Principal**

The Chair provided a detailed introduction of Professor Kidd and invited him to give his first report as the Interim Vice-President and Principal to the Council.

Professor Kidd reported how pleased he was to be serving UTSC at this juncture in both growth and development, and how enthusiastic he was to have the opportunity to work with the faculty, staff, students, alumni, and community members of UTSC. He described with great affection his early beginnings in the Scarborough area where he grew up, and the fondness he has for the Scarborough community. He also described the positive opportunities he expected to see for UTSC with the opening of the PanAm facility. In reference to his role as Warden of Hart House, Professor Kidd reported that he planned to remain strongly connected to Hart House in two priority areas: infrastructural and co-curricular renewal, and noted that these priorities were convergent with UTSC priorities. He commented on how delighted he was to be a part of the UTSC Campus Council in the inaugural year, and emphasized his desire and willingness to help the Council to be as effective as possible.

The Chair thanked Professor Kidd for his report.

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**a. Student Group Presentation- UTSC Virtual Campus Tour (UTSC Student Ambassadors and Student Tour Guides)**

The Chair introduced and invited Ms Shelby Verboven, Director of Recruitment to present the UTSC Virtual Campus Tour. She reported that each year UTSC hosted approximately 5500 visitors for campus tours, and that the tours were run by current UTSC students. The responsibilities of the 200 recruitment volunteers that assisted with recruitment events included handing out agendas, acting as greeters, and touring groups around the campus. Ms Verboven provided Professor Kidd with an official tour package and introduced Ms Rasika Endley, Mr. Jenkin Mok, and Ms Nadine Vanspensen, Student Ambassadors and Campus Tour Guides, who took Professor Kidd (and the Council) on a virtual tour of the UTSC campus. Each student highlighted interesting facets of the campus and the impact each area had on their personal development and experience at UTSC.

The Chair thanked Ms Verboven, Ms Endley, Mr. Mok, and Ms Vanspensen for their enthusiasm and well prepared presentation.

**3. Operating Plans – UTSC Ancillary Services**

The Chair invited the Chair of the Campus Affairs Committee, Ms Sue Graham-Nutter, to introduce the item and make the motion. Ms Graham-Nutter reported that the UTSC Service Ancillary operating plans were developed in a consultative process with the Office of the Chief Administrative Officer and the Financial Services Department. The plans were assessed for completeness, adherence to fiscal policies, financial feasibility and in achieving the four key financial objectives for service ancillaries ((i) to operate without subsidy from the operating budget; (ii) to provide for all costs of capital renewal, including deferred maintenance, furniture and equipment; (iii) having achieved the first two objectives, create and maintain a minimum operating reserve of 10 percent of annual expenditures; and (iv) having achieved the first three objectives, contribute net revenues to the operating budget). She explained that consultation around each of the plans occurred with stakeholder groups upon whom there was a direct impact.

A member asked how changes to ancillary fees were communicated to users, and Mr. Andrew Arifuzzaman, Chief Administrative Officer, explained that letters were sent to users along with updates on the various websites. Another member asked whether any concerns were brought forward by the affected parties, and Mr. Arifuzzaman reported that although individuals did not like to pay more for services, to date no major concerns had been expressed.

On motion duly moved, seconded, and carried,

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YOUR COUNCIL APPROVED,

THAT, subject to confirmation by the Executive Committee;

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

#### **4. Operating Plans – UTSC Student Affairs and Services**

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

The Chair invited the Chair of the Campus Affairs Committee, Ms Sue Graham-Nutter, to introduce the item and make the motion. Ms Graham-Nutter reported that pursuant to the terms of the University's Protocol on Non-Tuition Fees, the UTSC Council on Student Services (CSS) reviewed in detail the annual operating plans, including budgets and proposed compulsory non-academic incidental fees, and offered its advice to the Campus Affairs Committee on these plans. She summarized the consultation process which included the involvement of various advisory bodies, and noted that the formal part of the process had begun when the administration had proposed operating plans and fees to CSS. She advised that the CSS had approved all three operating plans and fees brought forward by the administration

##### **b. Operating Plans and Fees**

Ms Graham-Nutter reported that on February 12, 2014 that the Campus Affairs Committee had approved the motion recommending to the Campus Council for approval subject to confirmation by the Executive Committee.

On motion duly moved, seconded, and carried,

YOUR COUNCIL APPROVED,

THAT, subject to confirmation by the Executive Committee;

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

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

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

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

#### **5. Compulsory Non-Academic Incidental Fees: Student Societies - Requests for Fee Increases**

At the invitation of the Chair, Ms Sue Graham-Nutter reported that Student society fees were subject to the terms and conditions of the *Policy on Ancillary Fees*, and the *Policy for Compulsory Non-Academic Incidental Fees*. She explained that increases that were greater than the cost of living were supported by a referendum, and that other increases were supported by a previous referendum that had approved the concept of annual increases by the cost of living or an explicit inflation factor. The requests for increases that were being brought forward had been reviewed by the Office of the Vice-Provost, Students and First-Entry Divisions, in light of the requirements of the *Policy for Compulsory Non-Academic Incidental Fees*, and were found to be in compliance.

On motion duly moved, seconded, and carried,

YOUR COUNCIL APPROVED,

THAT, subject to confirmation by the Executive Committee;

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

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

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

**6. University of Toronto Operating Budget – Highlighting the UTSC Budget: Presentation from Professor Scott Mabury, Vice-President, University Operations and Ms Sally Garner, Executive Director, Planning & Budget**

The Chair advised members that the University’s Budget Report 2014-15 and Long Range Budget Guidelines 2014-15 to 2018-19 was progressing through various governance bodies prior to being considered for approval at the April Governing Council meeting. He welcomed Professor Scott Mabury, Vice-President, University Operations and Ms Sally Garner, Executive Director, Planning and Budget, and explained to members that they would present a condensed version of a presentation on the University’s Budget. Professor Mabury and Ms Garner were planning to return to UTSC to present a more comprehensive version of the presentation at a later time. The Chair noted that the presentation was for information.

The presentation<sup>1</sup> addressed the following main points:

- The Budget context for budget planning for the five year planning period included: internationalization, provincial deficit, low interest rates, declining Canadian dollar, new tuition framework, declining public investments, differentiation.
- In 2014-15 a balanced budget was projected at the institutional level (\$2.0B).
- Undergraduate growth of 2107 FTE over the current year was anticipated for 2014-15.
- UTSC projected an increase of 1859 undergraduate students between 2013 and 2018.
- Strong undergraduate enrolment quality at UTSC (admissions average of 82.6 %).
- The provincial operating grant as a share of total operating revenue was steadily decreasing. The province of Ontario had the lowest level of funding per student of any province in Canada.
- Tuition revenue from summer courses had seen a 50% increase over the past 6 years.

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<sup>1</sup> See Presentation attached

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- UofT Student Assistance was \$164M in 2012-13.
- 46% of undergraduate students at UofT were eligible for OSAP.

University expenses were grouped in three main categories: academic divisions, shared services and student aid with the largest component of spending incurred in the academic divisions, careful controls on shared service spending and student aid driven by the University policy on financial aid.

A member asked what the percentages were for students eligible for OSAP at UTSC, and Dr. Curtis Cole, Registrar and Assistant Dean (Enrolment) reported that 51% of students at UTSC were eligible for OSAP.

A member commented on the statement of principle from the *Policy on Student Financial Support* that states that “*No student offered admission to a program at the University of Toronto should be unable to enter or complete the program due to lack of financial means*”, and whether it applied to international students. Professor Mabury replied that the statement applied to domestic students only.

A member commented on enrolment growth and asked how much growth would be considered too much. Professor Mabury responded by explaining that growth where it was not possible to deliver high quality academic programming, physical supports, or human resources would be considered too much growth. The member also asked whether the head count for UofT at an institutional level would ever reach 100, 000, and Professor Mabury replied that it was very possible given that the current head count was approximately 85, 000 students.

## **CONSENT AGENDA**

On motion duly moved, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 7) be approved.

The Chair reminded members that the next scheduled meeting of the Council was on Tuesday, April 24, 2014 at 4:00 p.m.

## **7. Report of the Previous Meeting: Report Number 3 – Wednesday, February 5, 2014**

## **8. Business Arising from the Report of the Previous Meeting**



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## **9. Reports for Information**

Report Number 4 of the Agenda Committee (Monday, February 24, 2014)

## **10. Date of the Next Meeting- Tuesday, April 24, 2014**

## **11. Other Business**

The Chair reported that the Office of the UTSC Campus Council sent out a Call for Community Members for the UTSC Campus Council and its Standing Committees. He reminded the current Community Members that if they wanted to be a member of the Council in the 2014-2015 governance year that they would need to submit a nomination form. .

## **12. Question Period**

There were no questions raised.

## **THE UTSC CAMPUS COUNCIL MOVED *IN CAMERA***

## **13. Appointments to the 2014 UTSC Nominating Committee**

On motion duly moved, seconded and carried,

YOUR COUNCIL APPROVED,

THAT Professor Suzanne Erb (teaching staff member of the Campus Council) and Mr. Hussain Masoom (student member of the Campus Council) be appointed from March 5, 2014 to June 30, 2014 to serve on the Agenda Committee when the Committee serves as a Nominating Committee of the UTSC Council.

## **THE UTSC CAMPUS COUNCIL MOVED TO OPEN SESSION**

The meeting adjourned at 6:16 p.m.

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Secretary

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Chair

*Minutes of the Meeting of the Campus Council of March 4, 2014*

Page 9 of 9

March 10, 2014



# Budget 2014

UTSC Campus Council  
March 4, 2014

# Overview

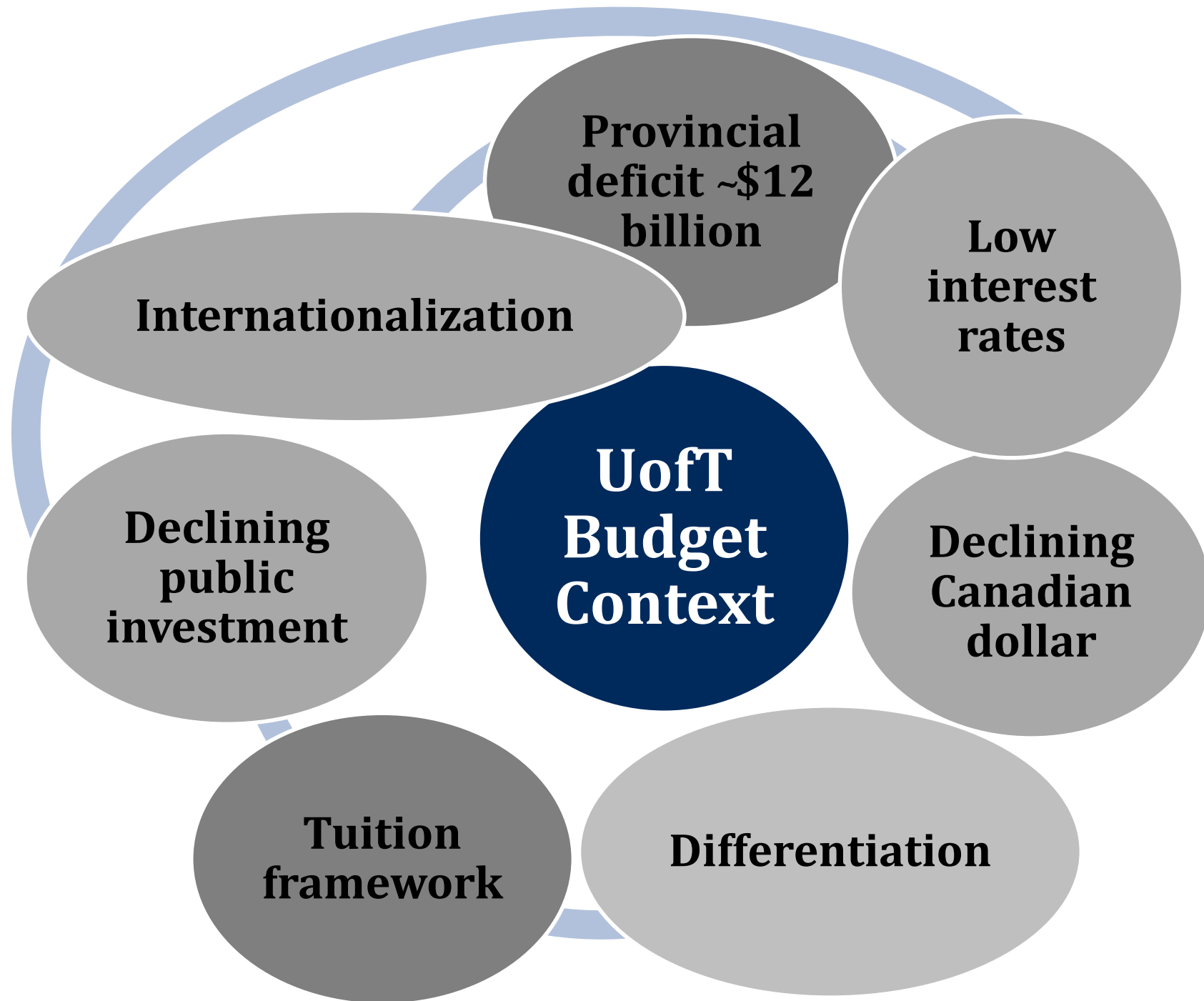
**Budget Context**

**Enrolment**

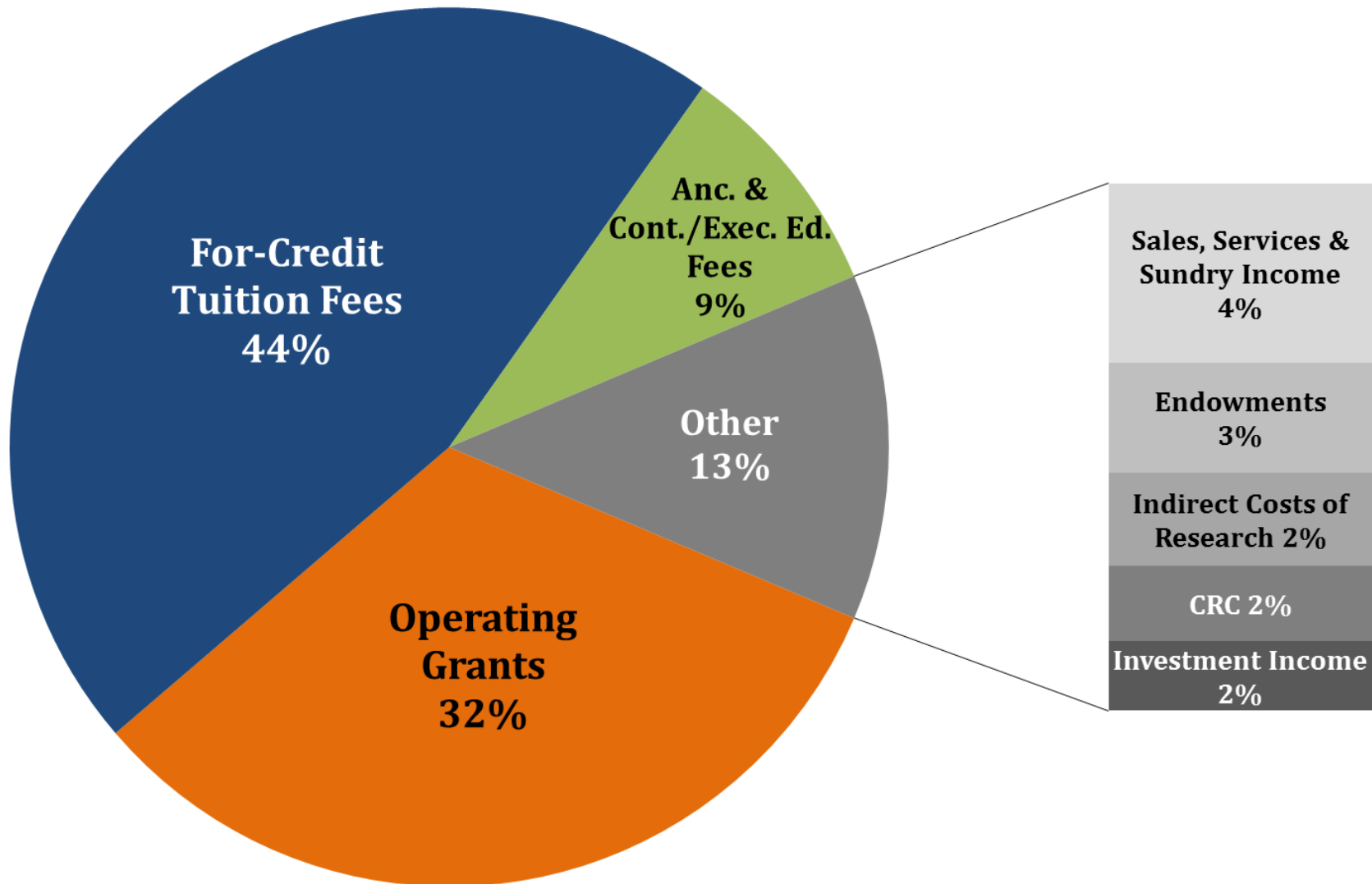
**Revenue**

**Student Aid**

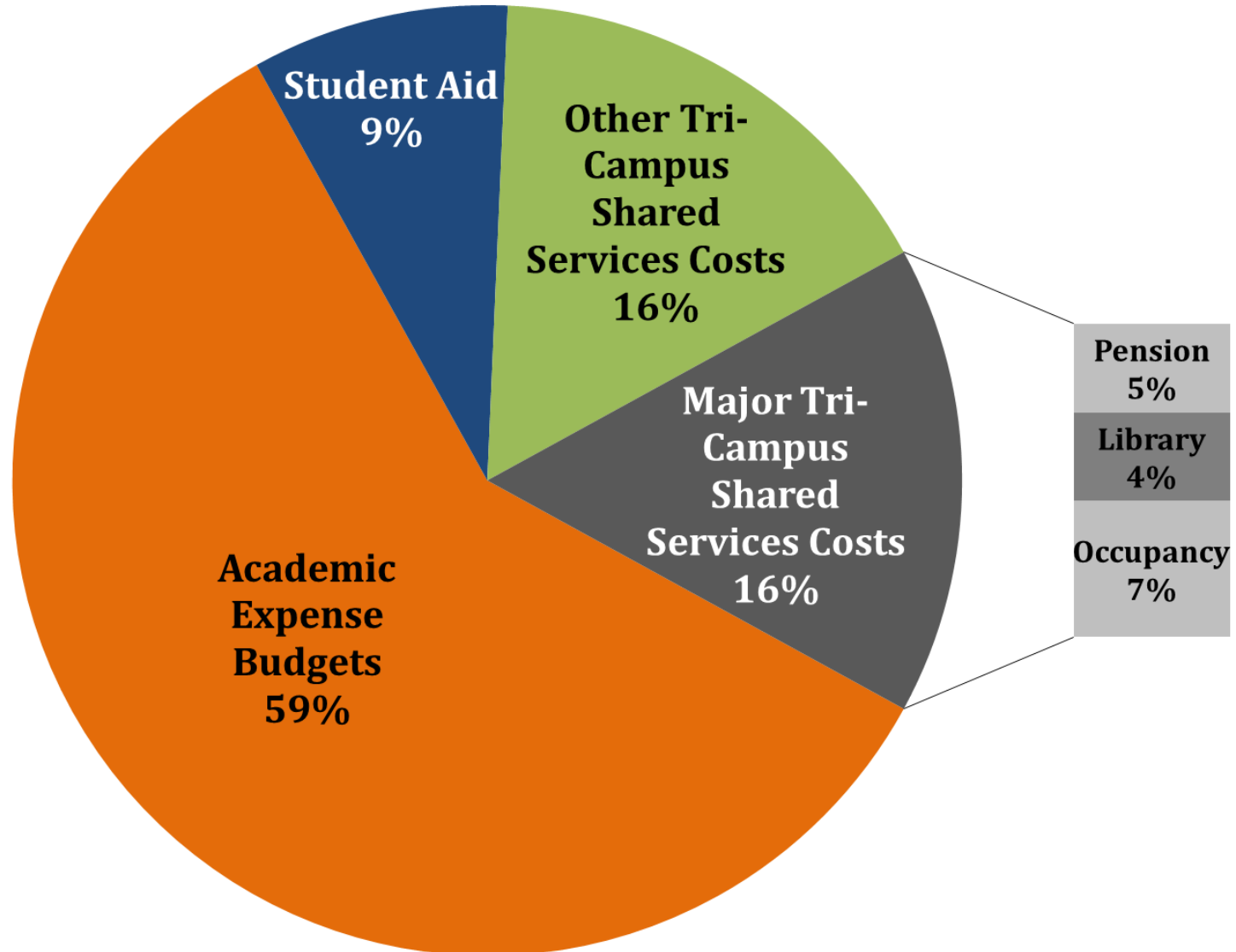
**Expense**



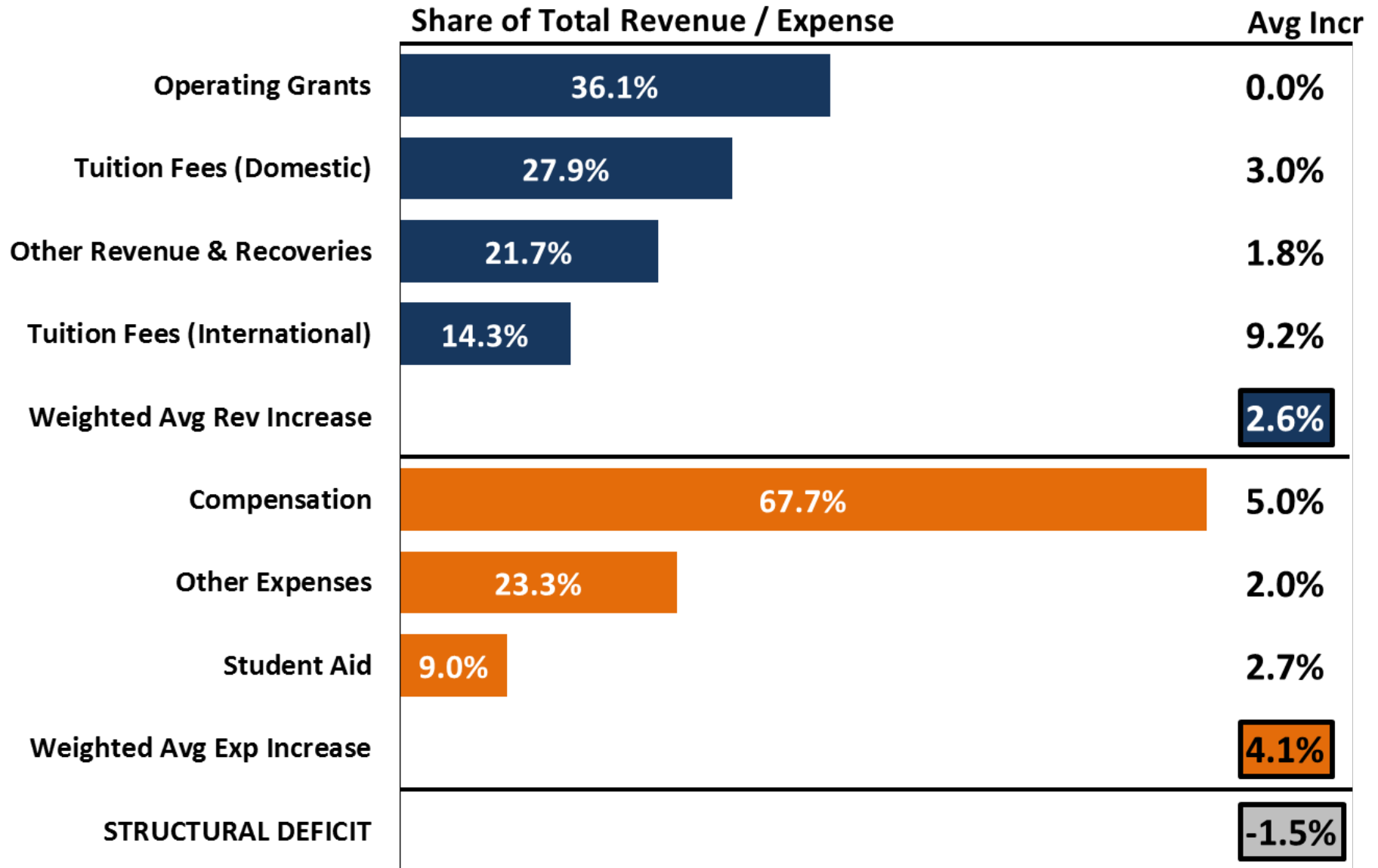
# 2014-15 a Balanced Budget Revenue \$2.0 billion



# 2014-15 Expenditure \$2.0 billion

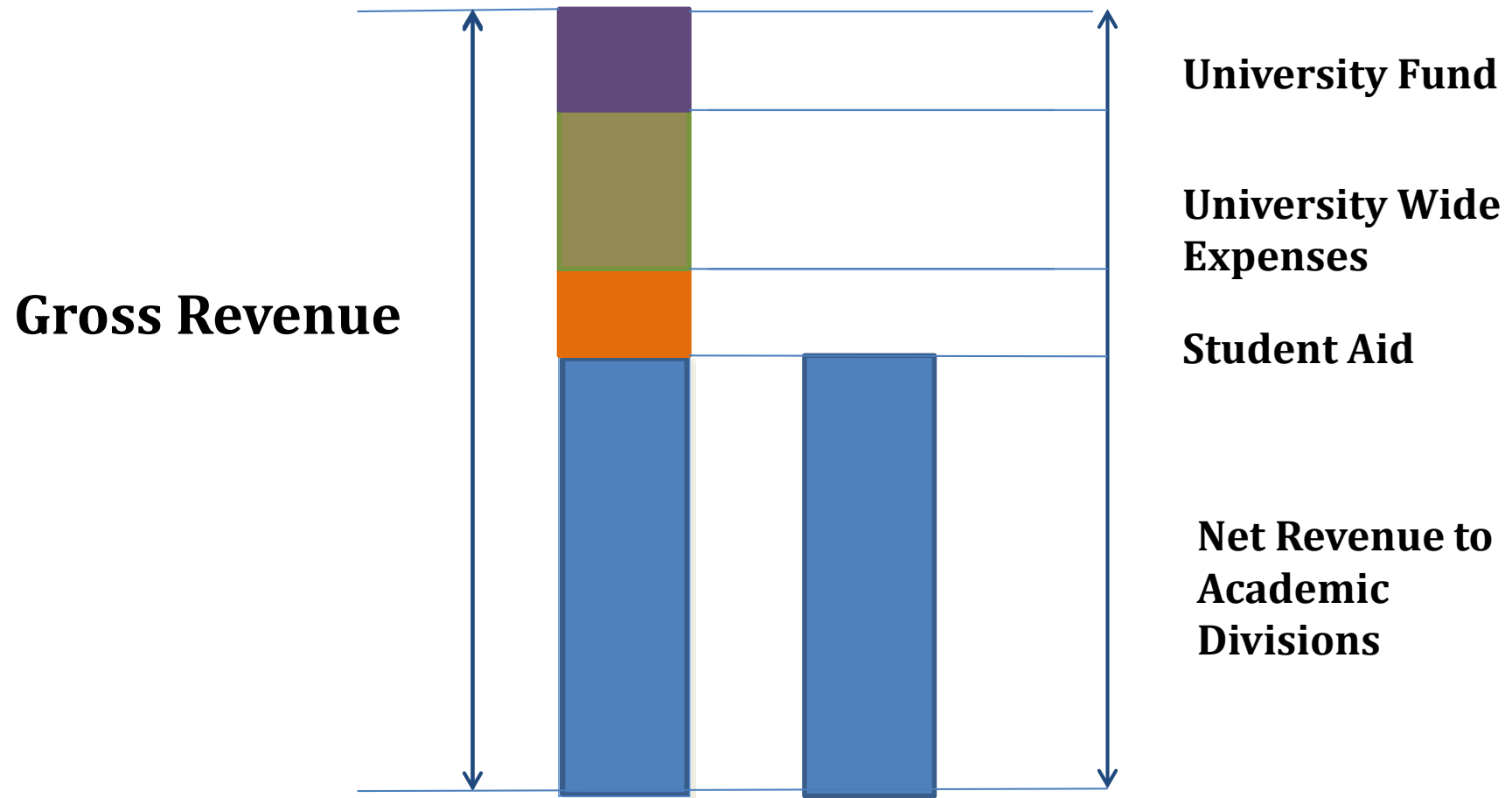


# Structural Budget Challenge at Steady State





# Net Revenue Allocation





# ENROLMENT

# 2013 Enrolment Results and 2014 Plans

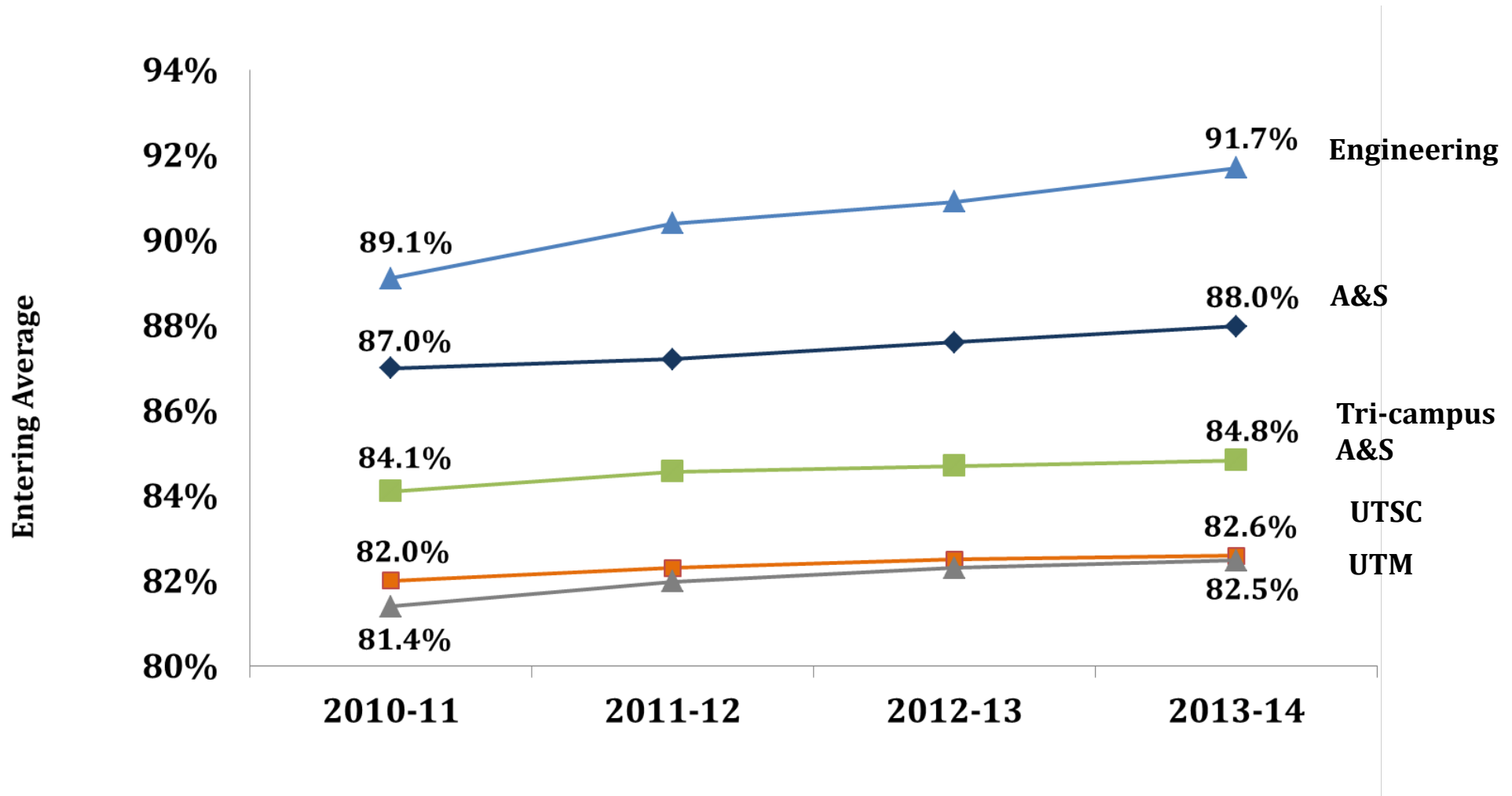
	<b>2013 Actual</b>	<b>2013 Var.</b>	<b>2013 Var.%</b>	<b>2014 Plan</b>
UG Domestic	48,876	(113)	-0.2%	49,376
UG International	9,043	408	4.7%	9,975
Eligible Masters	7,106	(120)	-1.7%	7,785
Eligible Doctoral	3,669	(150)	-3.9%	3,833
Ineligible Grad Domestic	2,092	161	8.3%	1,884
Grad International	2,293	227	11.0%	2,333
<b>TOTAL</b>	<b>73,079</b>	<b>413</b>	<b>0.6%</b>	<b>75,186</b>

**Planned growth for 2014-15 = 2,107 FTE**

# Longer Range View of Undergraduate Tri-Campus Enrolment

<b>FTE</b>	<b>2013 Actual</b>	<b>2018 Plan</b>	<b>Increase (Decrease)</b>
<b>UTM Undergrad</b>	<b>10,642</b>	<b>12,895</b>	<b>2,253</b>
<b>UTSC Undergrad</b>	<b>9,680</b>	<b>11,539</b>	<b>1,859</b>
<b>St G Undergrad</b>	<b>37,205</b>	<b>36,979</b>	<b>(226)</b>
<b>Total UG</b>	<b>57,527</b>	<b>61,413</b>	<b>3,886</b>

# Strong UG Enrolment Quality



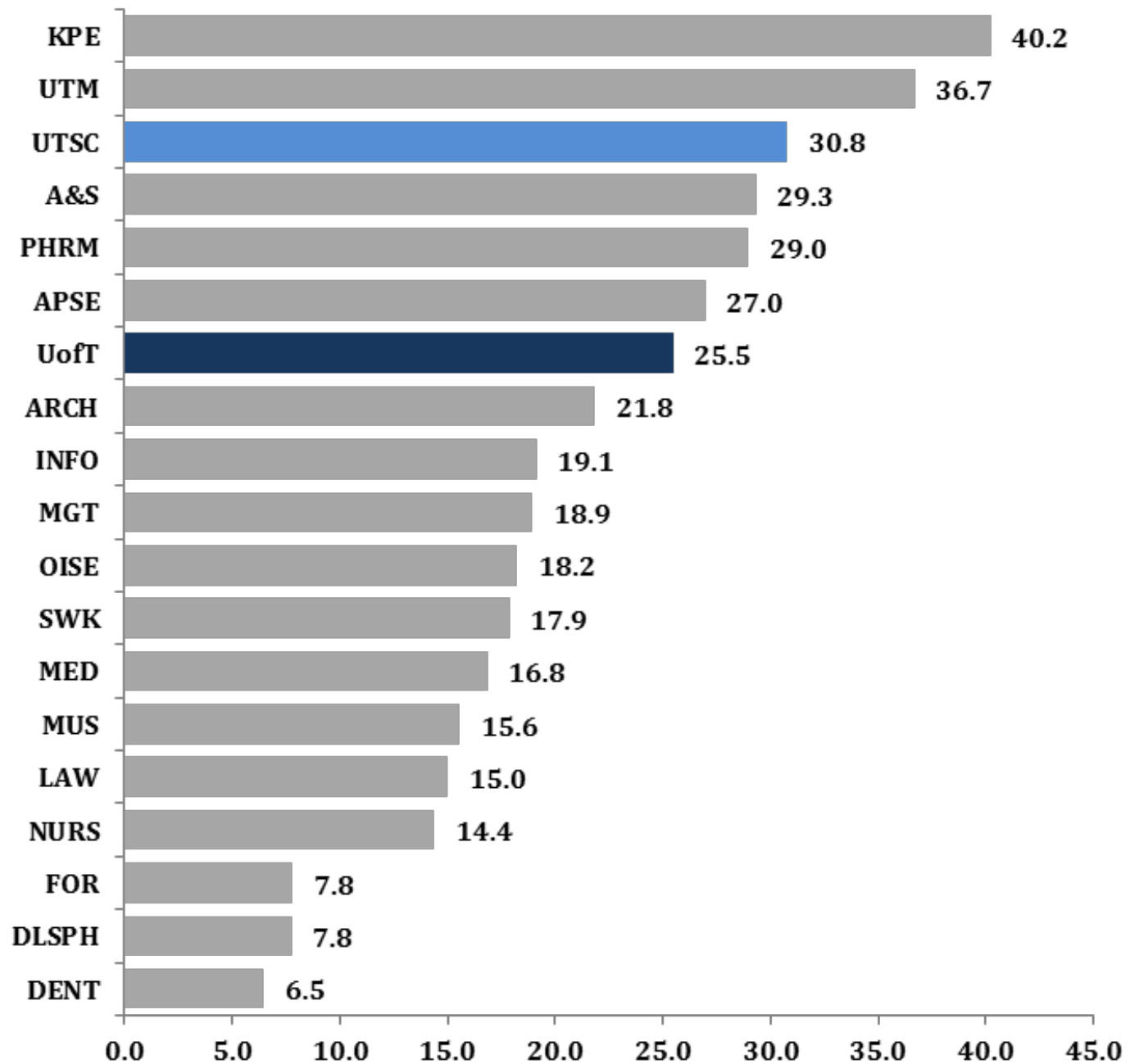
**Applications at UofT up 15% over 2009**

# Int'l Enrolment as % of Total Undergrad

Total UG Students 2013-14 = 10,276 (15.3% of UG)

<b>Division</b>	<b>2013-14 International as % of TOTAL enrolment</b>	<b>2013-14 Actual International as % of INTAKE</b>	<b>2014-15 Planned International as % of INTAKE</b>
<b>Engineering</b>	<b>25%</b>	<b>30%</b>	<b>27%</b>
<b>A&amp;S</b>	<b>17%</b>	<b>23%</b>	<b>24%</b>
<b>UTM</b>	<b>15%</b>	<b>19%</b>	<b>17%</b>
<b>UTSC</b>	<b>14%</b>	<b>17%</b>	<b>18%</b>
<b>Architecture</b>	<b>21%</b>	<b>23%</b>	<b>19%</b>

### Fall 2012 Student : Faculty Ratios



# Graduate Enrolment (Total FTE)

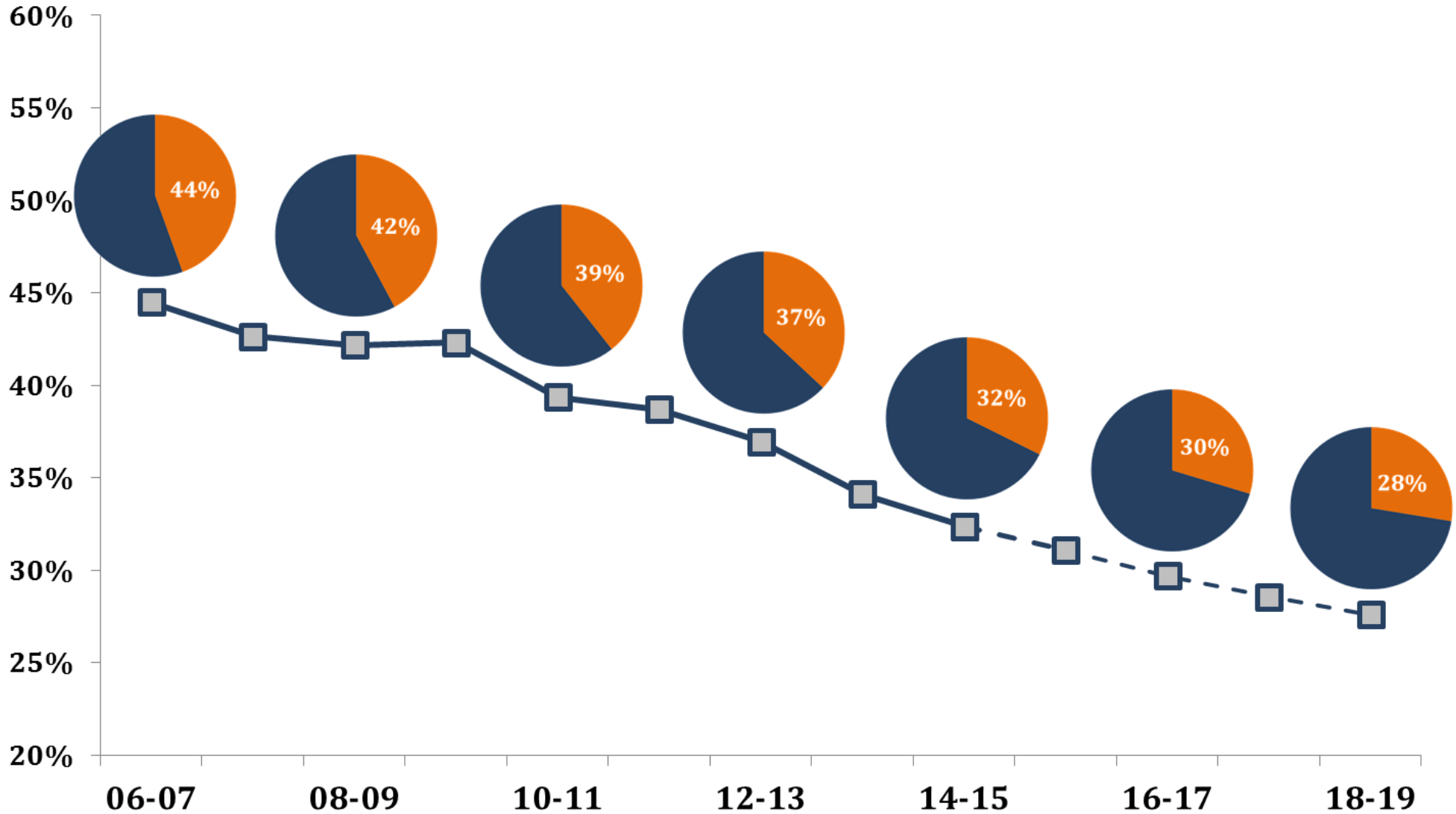
<b>FTE</b>	<b>2013 Actual</b>	<b>2018 Plan</b>	<b>Planned Growth</b>	<b>% Growth</b>
<b>Professional Masters</b>	<b>6,099</b>	<b>8,125</b>	<b>2,026</b>	<b>33%</b>
<b>DS Masters</b>	<b>2,839</b>	<b>2,984</b>	<b>145</b>	<b>5%</b>
<b>PhD</b>	<b>6,222</b>	<b>6,837</b>	<b>615</b>	<b>10%</b>
<b>Total Graduate</b>	<b>15,160</b>	<b>17,946</b>	<b>2,786</b>	<b>18%</b>
<b><i>% of total FTE</i></b>	<b><i>20.7%</i></b>	<b><i>22.5%</i></b>		
<b>UTSC Graduate</b>	<b>114</b>	<b>201</b>	<b>87</b>	<b>76%</b>





# REVENUE

# Provincial Operating Grant as a Share of Total Operating Revenue



# Tuition Increases

<b>(Domestic overall cap = 3%)</b>	<b>Incoming Students</b>	<b>Continuing Students</b>
<b>Domestic General UG</b>	<b>3%</b>	<b>3%</b>
<b>Domestic Prof and Graduate*</b>	<b>5%</b>	<b>5%</b>
<b>International**</b>	<b>10%</b>	<b>5%</b>

**\*The SGS fee will be reduced by \$45**

**\*\*Weighted-average international fee increase 6.5%**

# Other Key Revenue Assumptions

## **BIU**

Decrease in BIU value of ~1% in 2014-15 (“policy levers” and international student recovery)

## **Enrolment growth**

Funding for all undergraduate growth (\$10M)

Graduate funded to our estimated MTCU allocation (\$35M)

## **Endowment income**

Constant payout of \$7.56 per unit over period pending endowment review

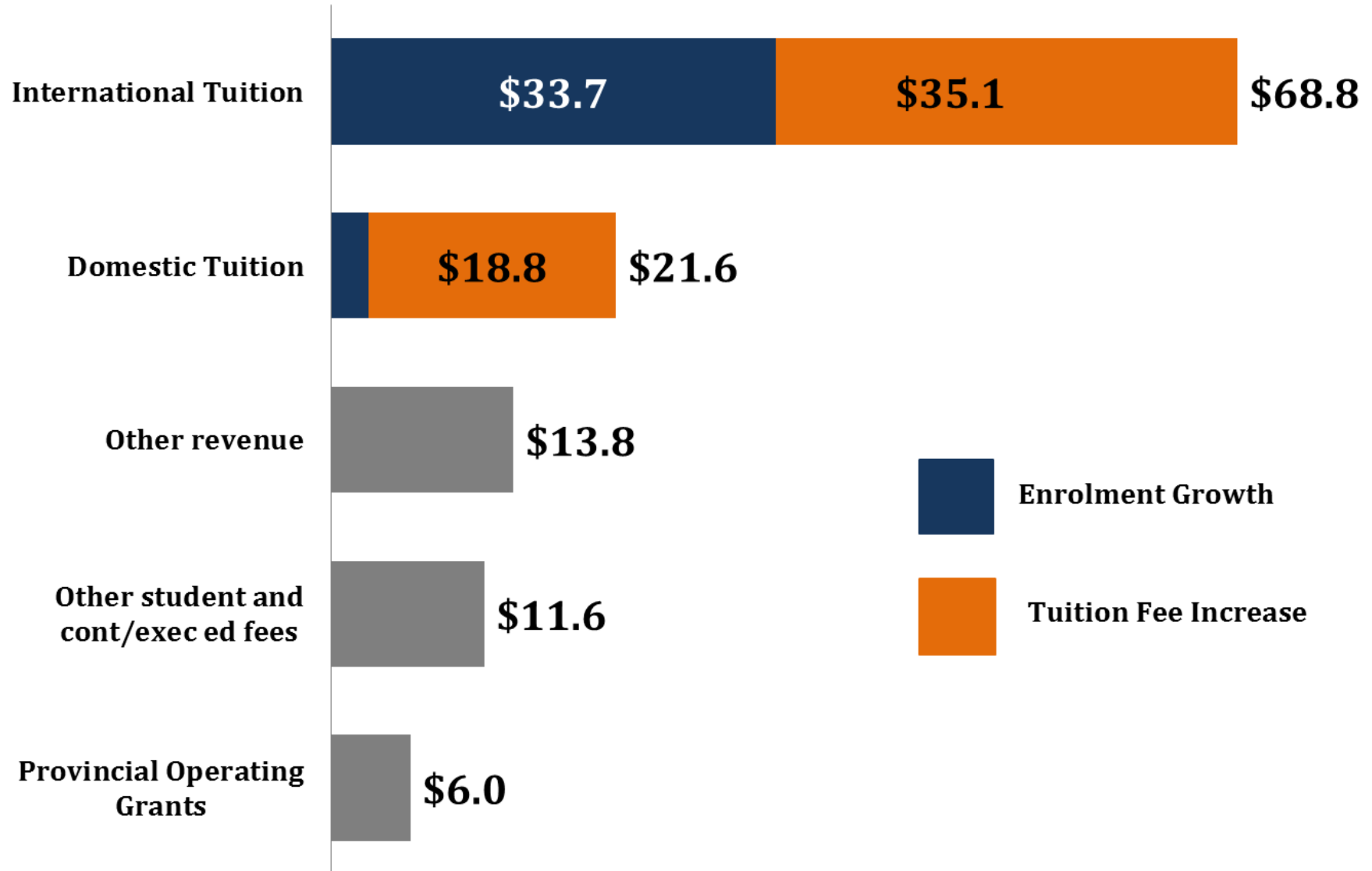
## **Indirect Costs of Research**

Federal rate declining to 17.4%

Volume of contracts growing

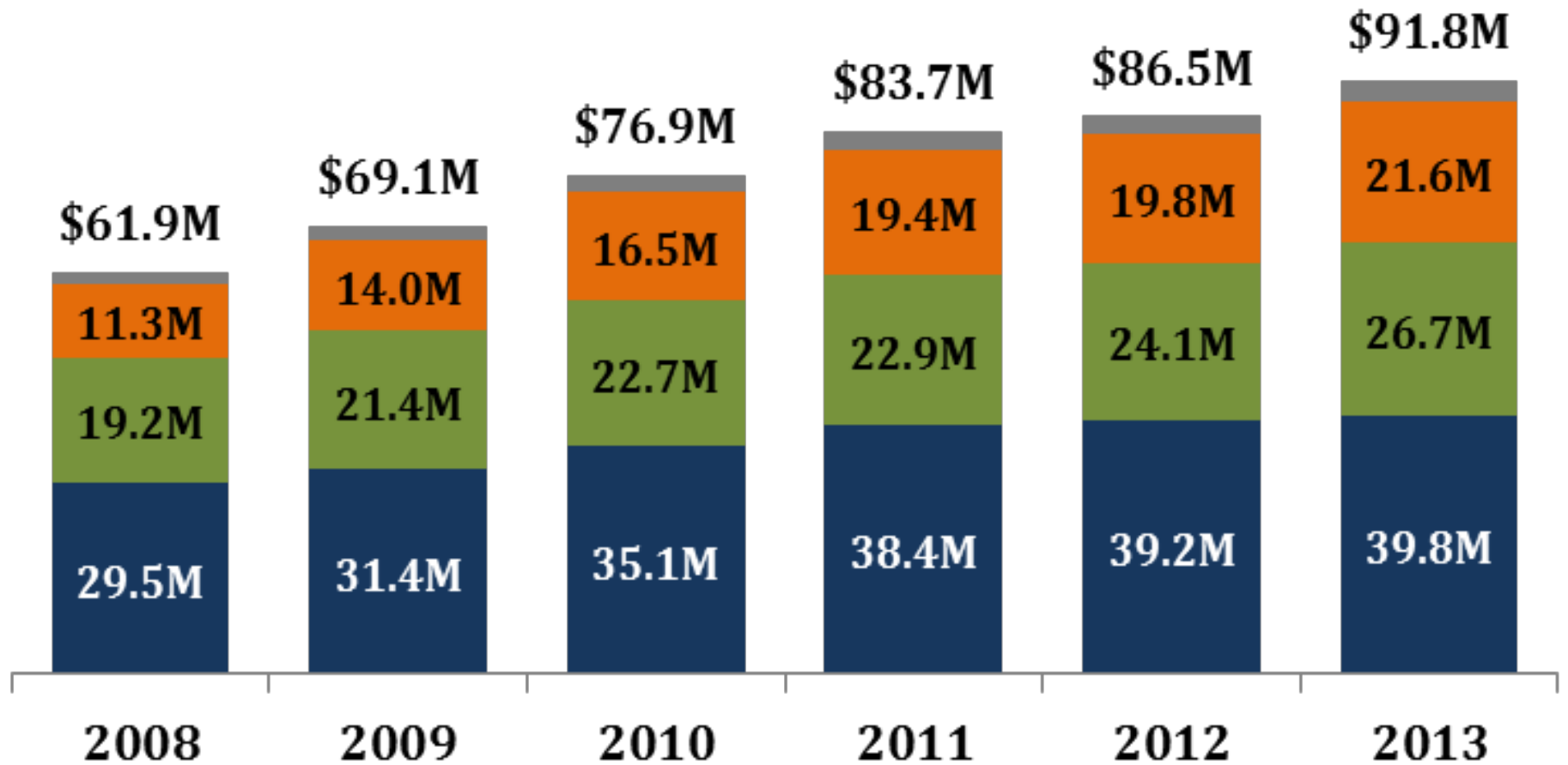
# Sources of Incremental Revenue 2014-15

\$122M (6.3% increase over prior year)

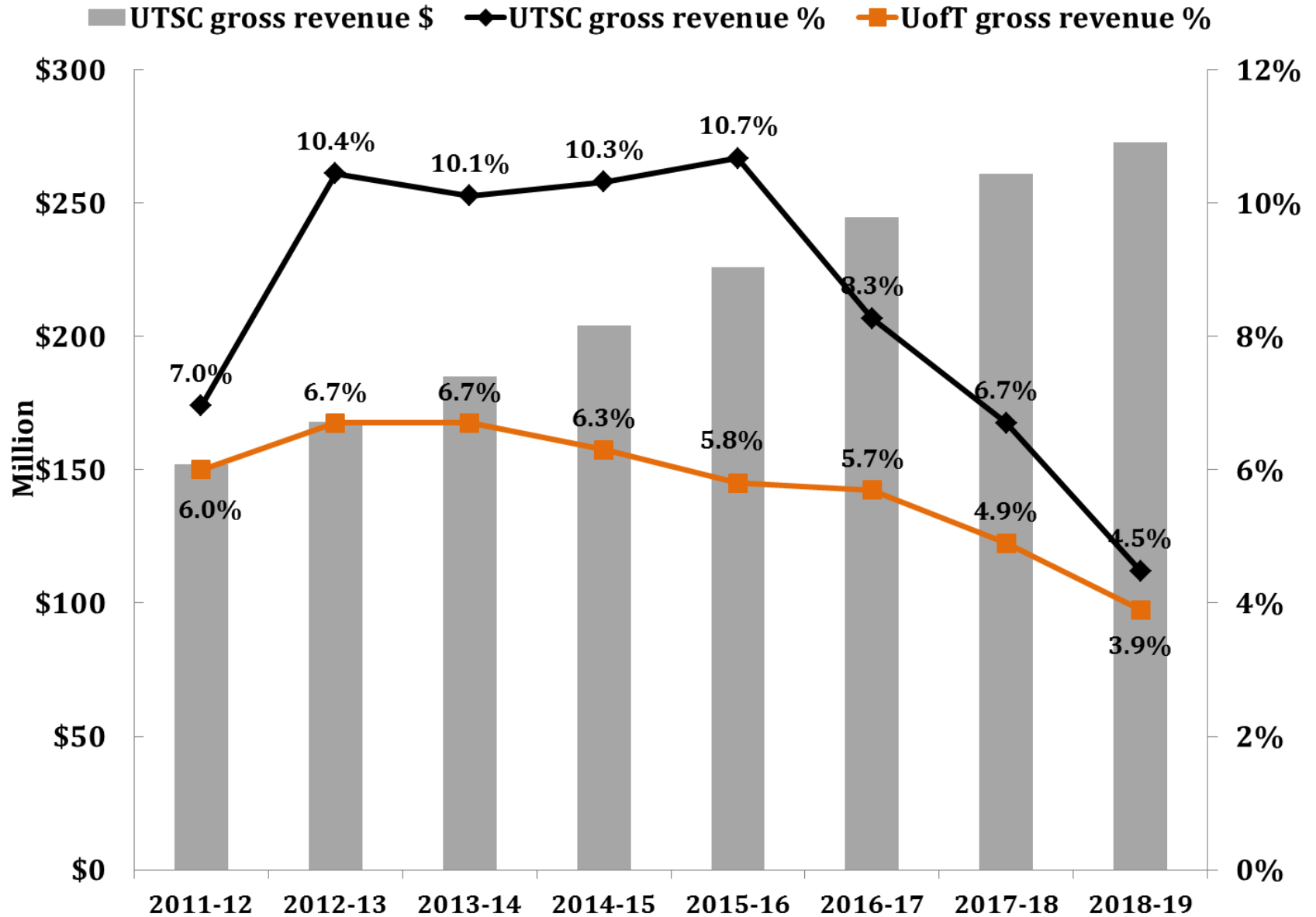


## Summer Tuition & Grant Revenue

■ A&S (Incl MGT) ■ UTSC ■ UTM ■ Other



# Revenue Growth at UTSC



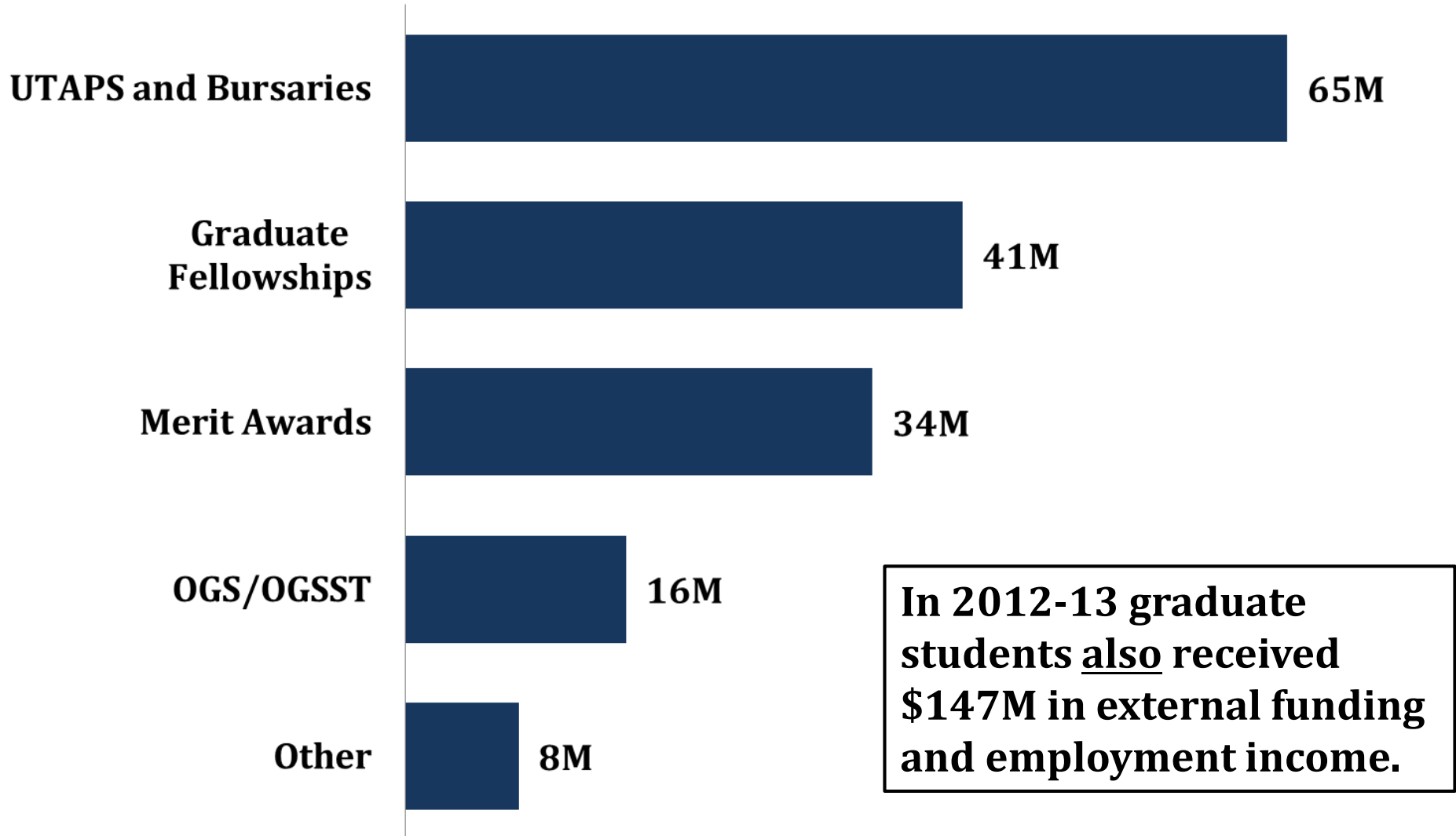


# STUDENT AID

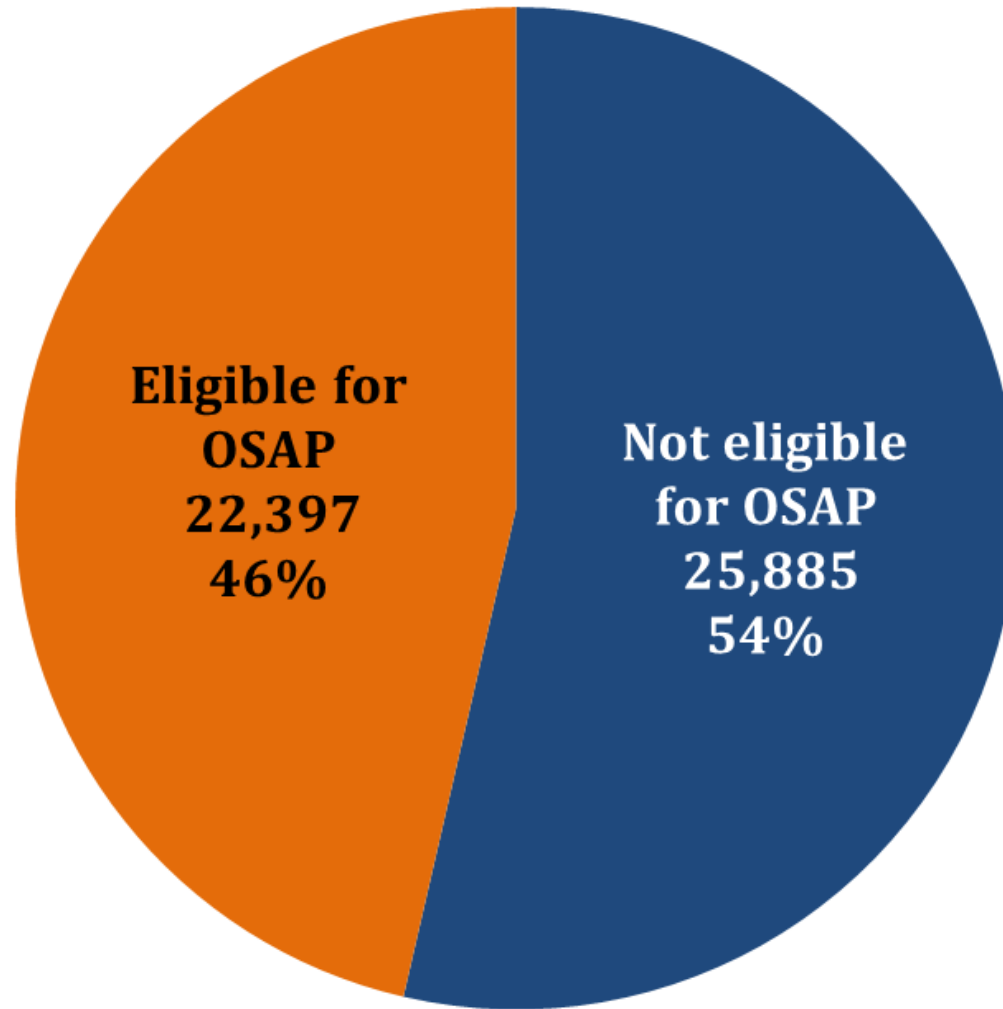


# University of Toronto Student Assistance 2012-2013

## Total = \$164M



At UofT 46% of undergraduate students\*  
are eligible for OSAP

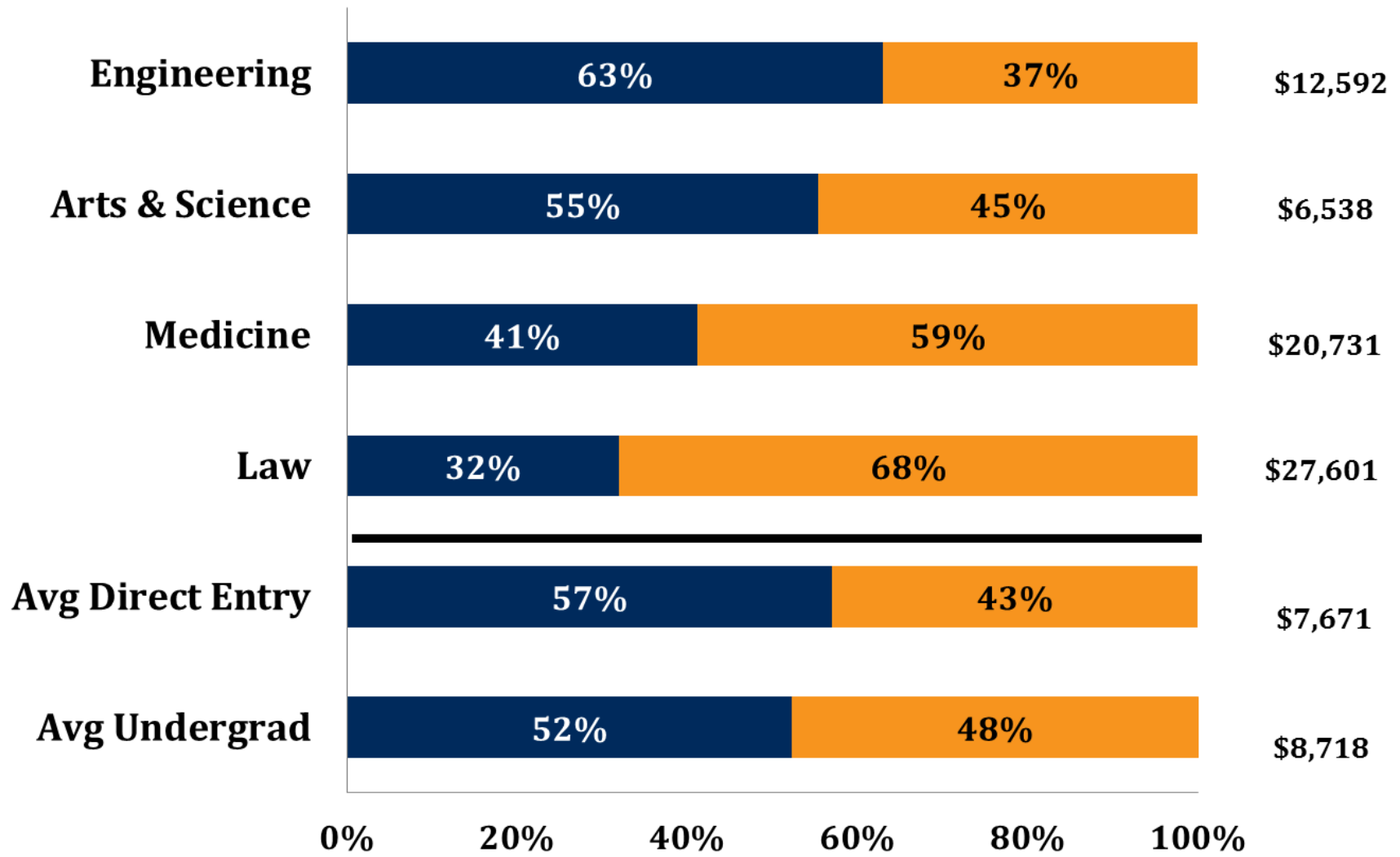


**\*Direct and second-entry undergraduate students**

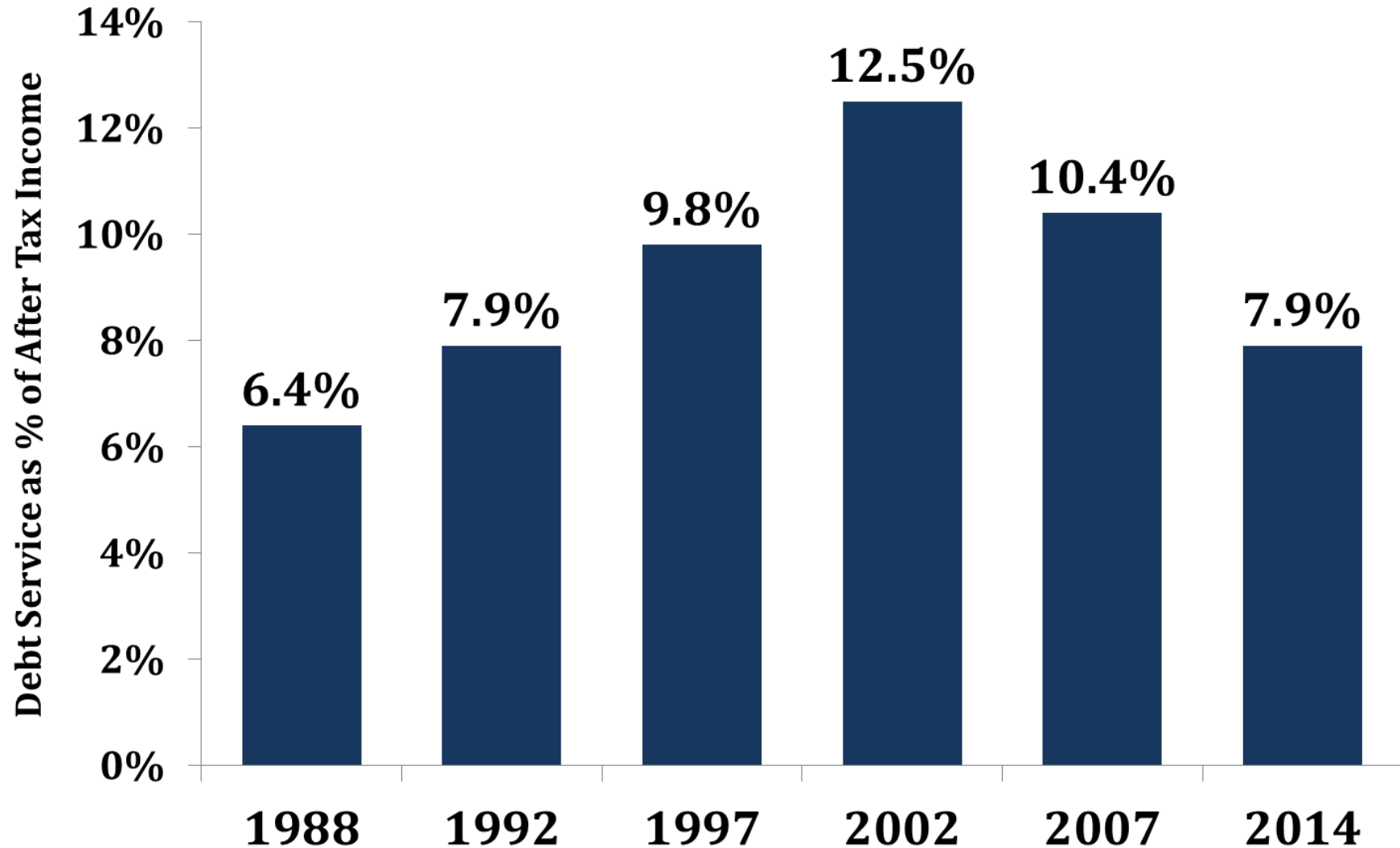
# What do students pay?

## The OSAP Population by Program Area and %

■ Tuition funded by UofT/OSAP grant/OTG ■ Tuition paid by student

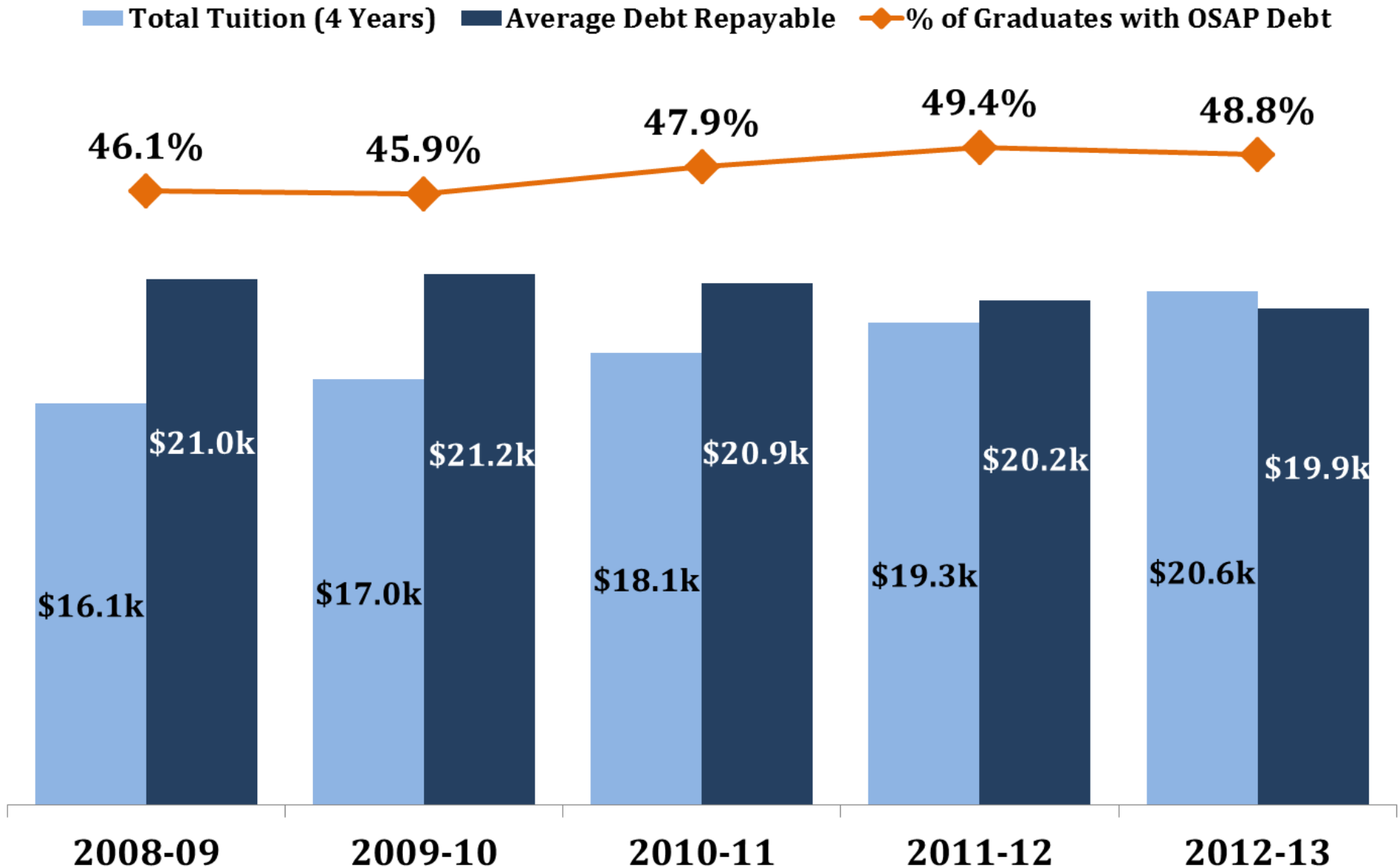


# Canada: Student Debt Service Declining as % of After-Tax Income



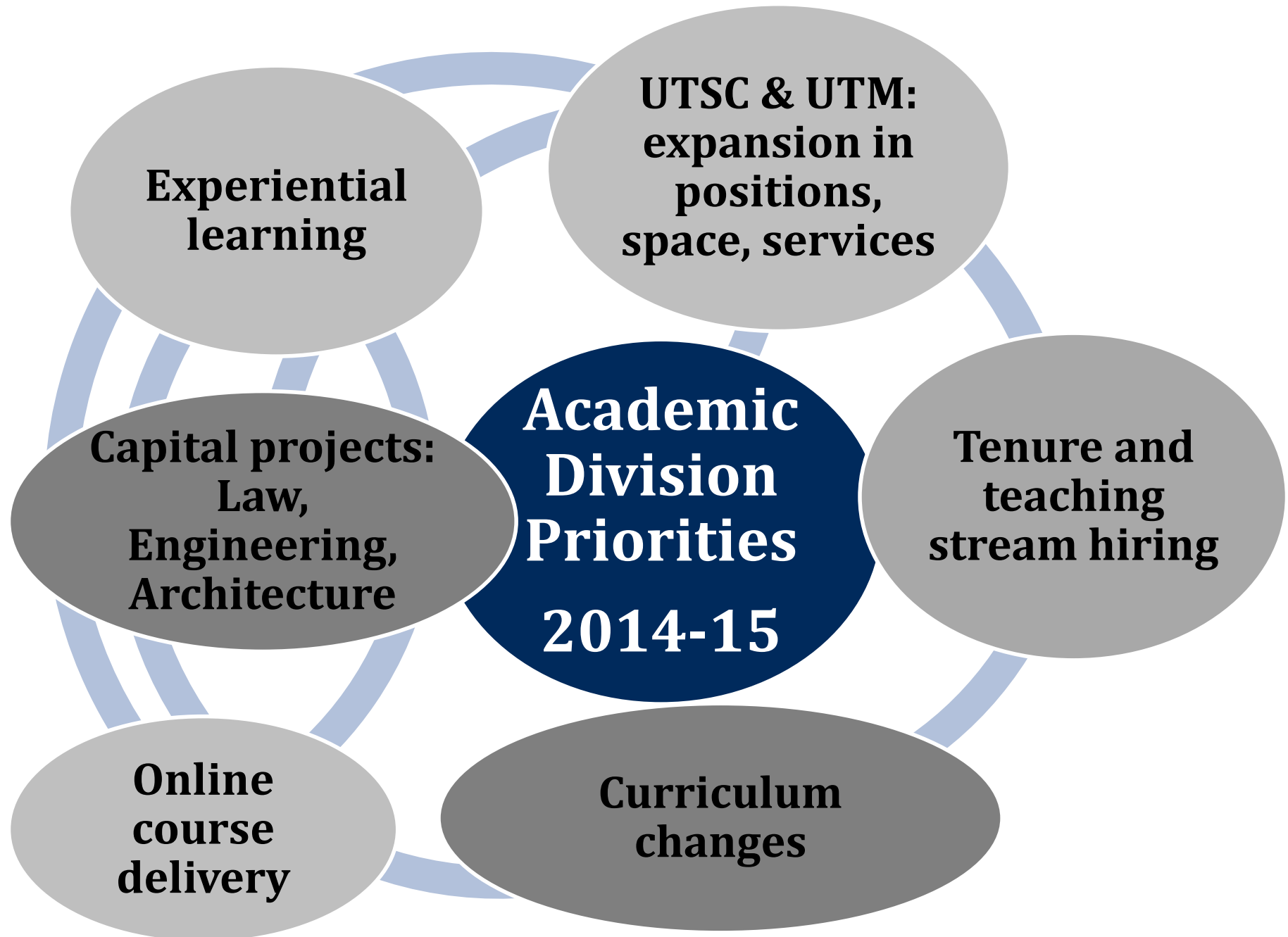
Source: HESA, Average Student Debt Service as a % of After-Tax Income, 2 years Post-Graduation, 1988-2014

# UofT: Proportion of Graduating Students with OSAP Debt and Average Amount Repayable (2012\$)



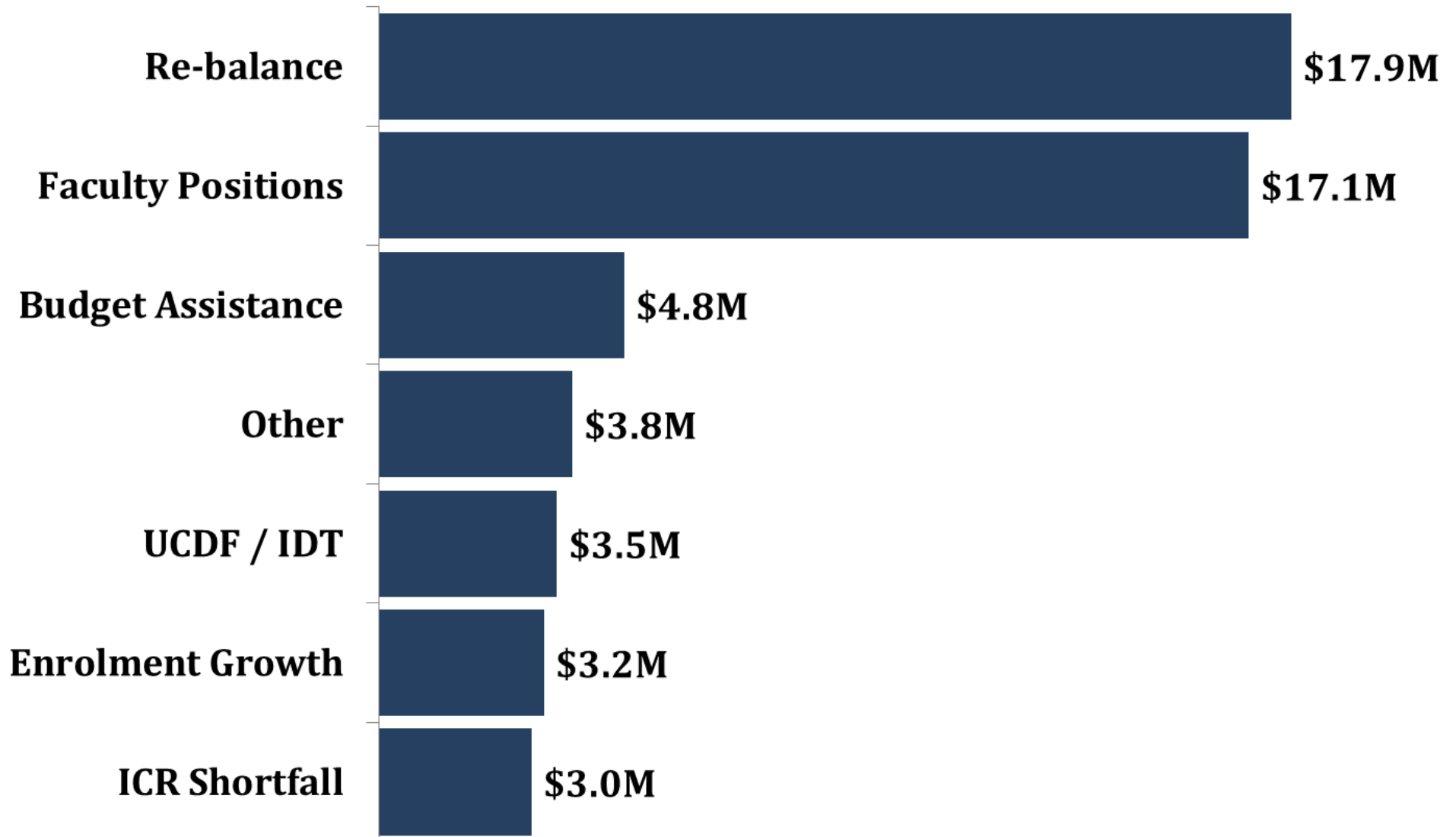


# EXPENSE



# University Fund Allocations

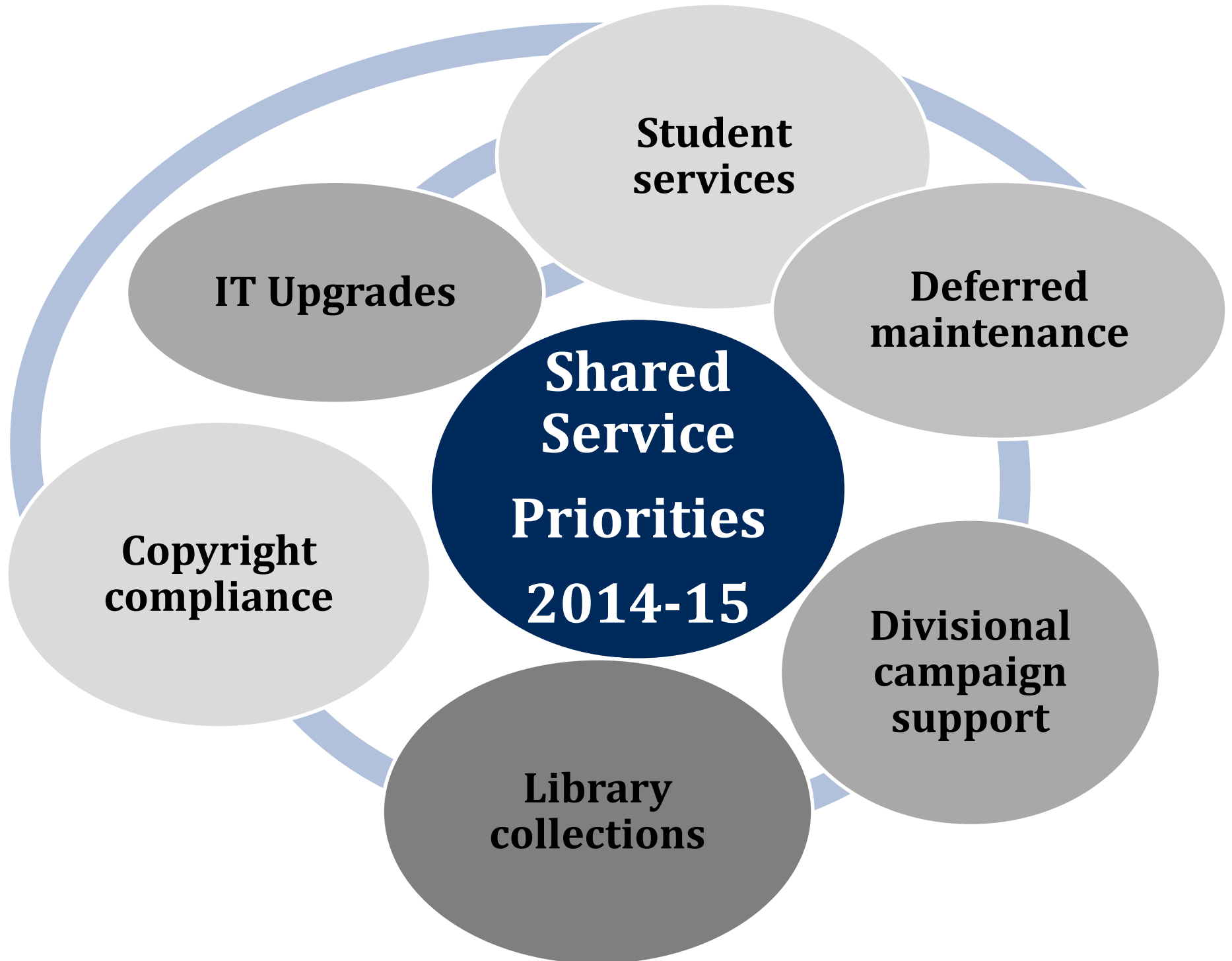
2007-08 to 2013-14 = **\$53.4M**





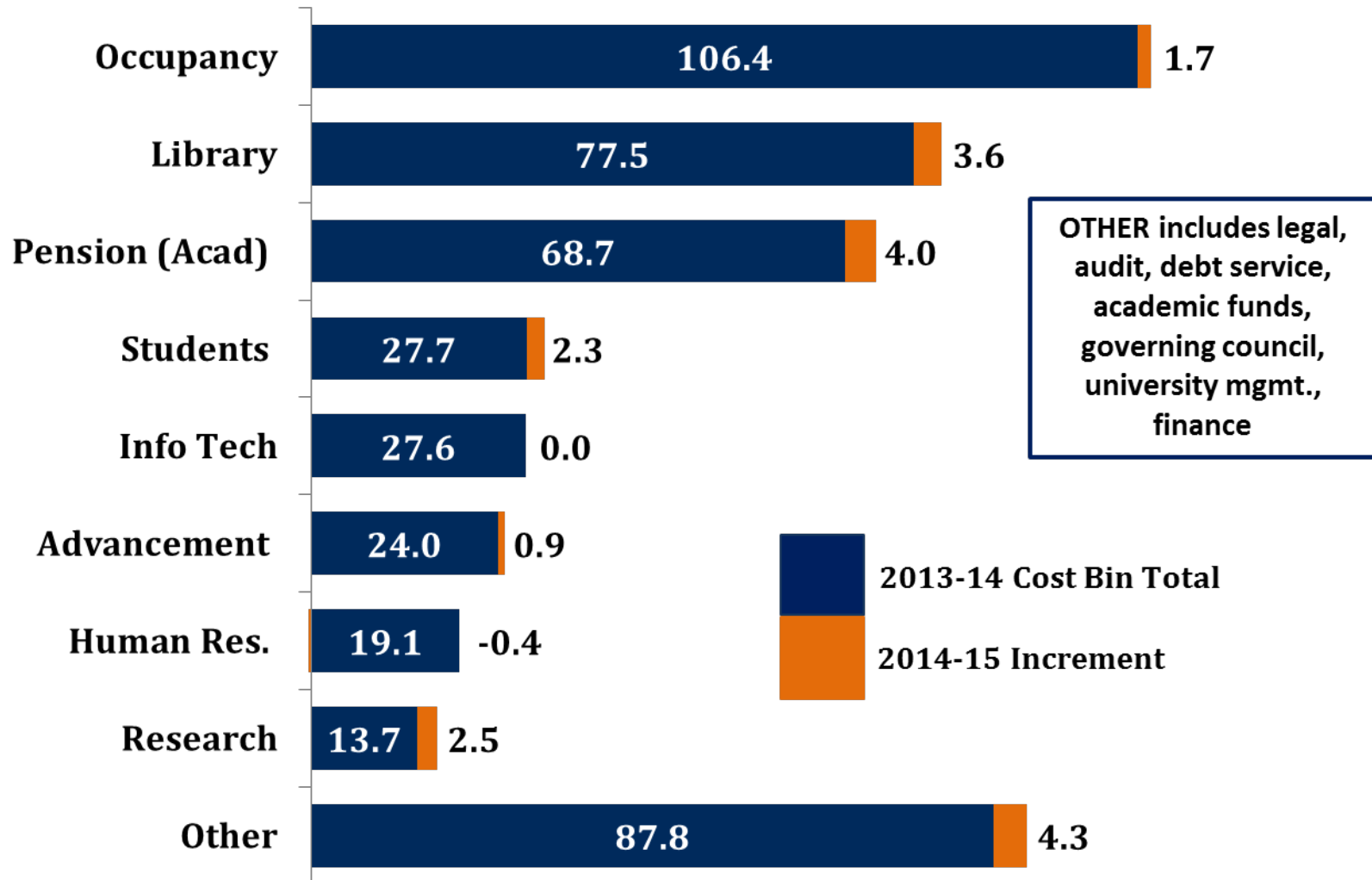
# University Fund Allocations 2014-15 \$10.5M

- \$4.0M OTO capital matching for UTM and UTSC
- \$3.3M tri-campus A&S tuition framework relief
- \$1.0M expansion of UCDF
- \$0.8M matching funds for Music student levy
- \$0.6M for ongoing grad expansion success in APSE
- \$0.25M for program expansion in Dentistry
- \$0.55M net adjustments to prior year



# University Wide Costs by Bin 2013-14 to 2014-15

(excluding Federated Block Grant)

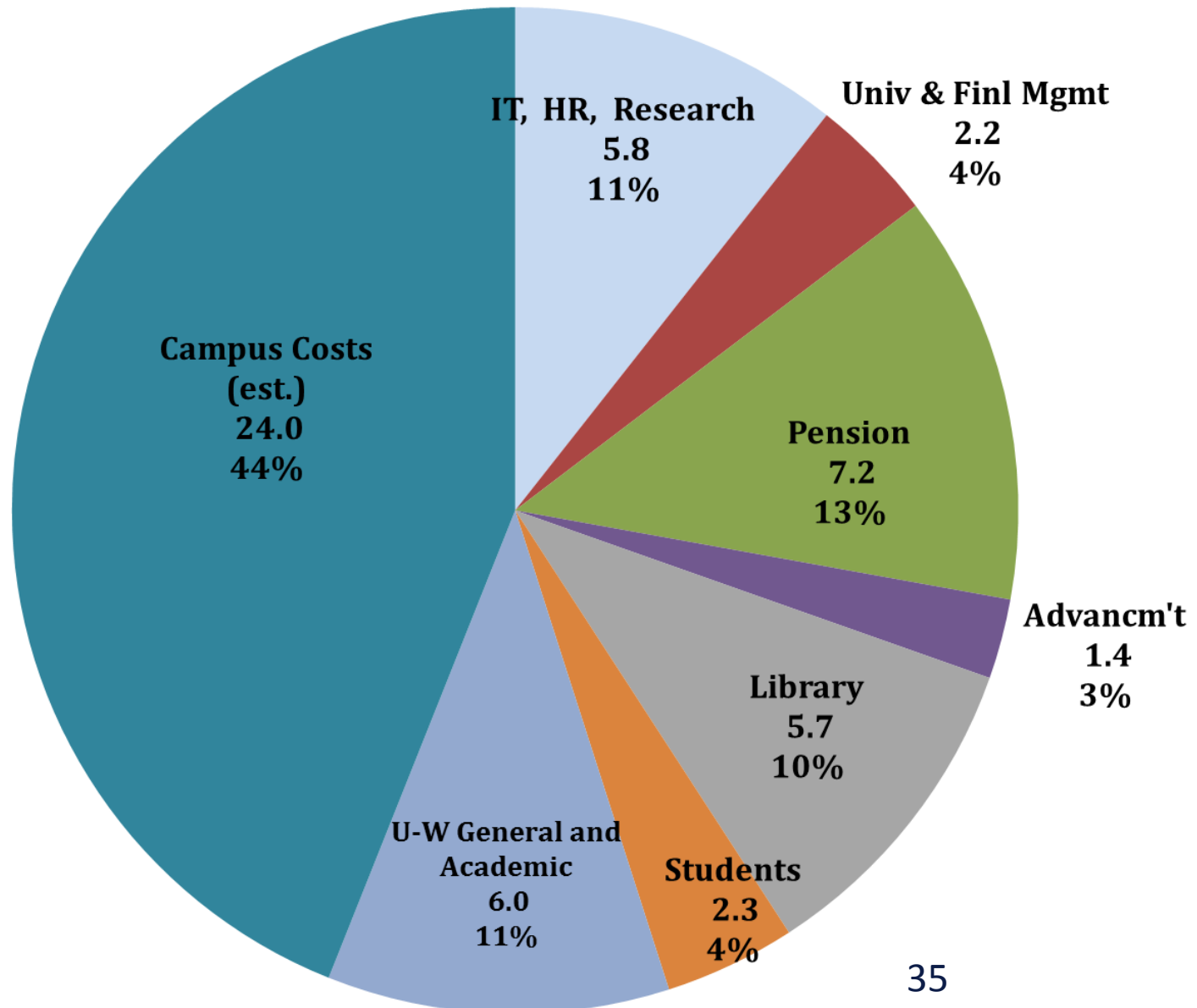


# Allocations to Shared Services

## Key Metrics

Metric	Academic Divisions	Shared Services
<b>2013-14 proportion of budget</b>	<b>84%</b>	<b>16%</b>
<b>Share of new revenue</b>	<b>88%</b>	<b>12%</b>
<b>Rate of increase over prior year</b>	<b>7%</b>	<b>5%</b>

# 2014-15 University Wide and Campus Costs at UTSC



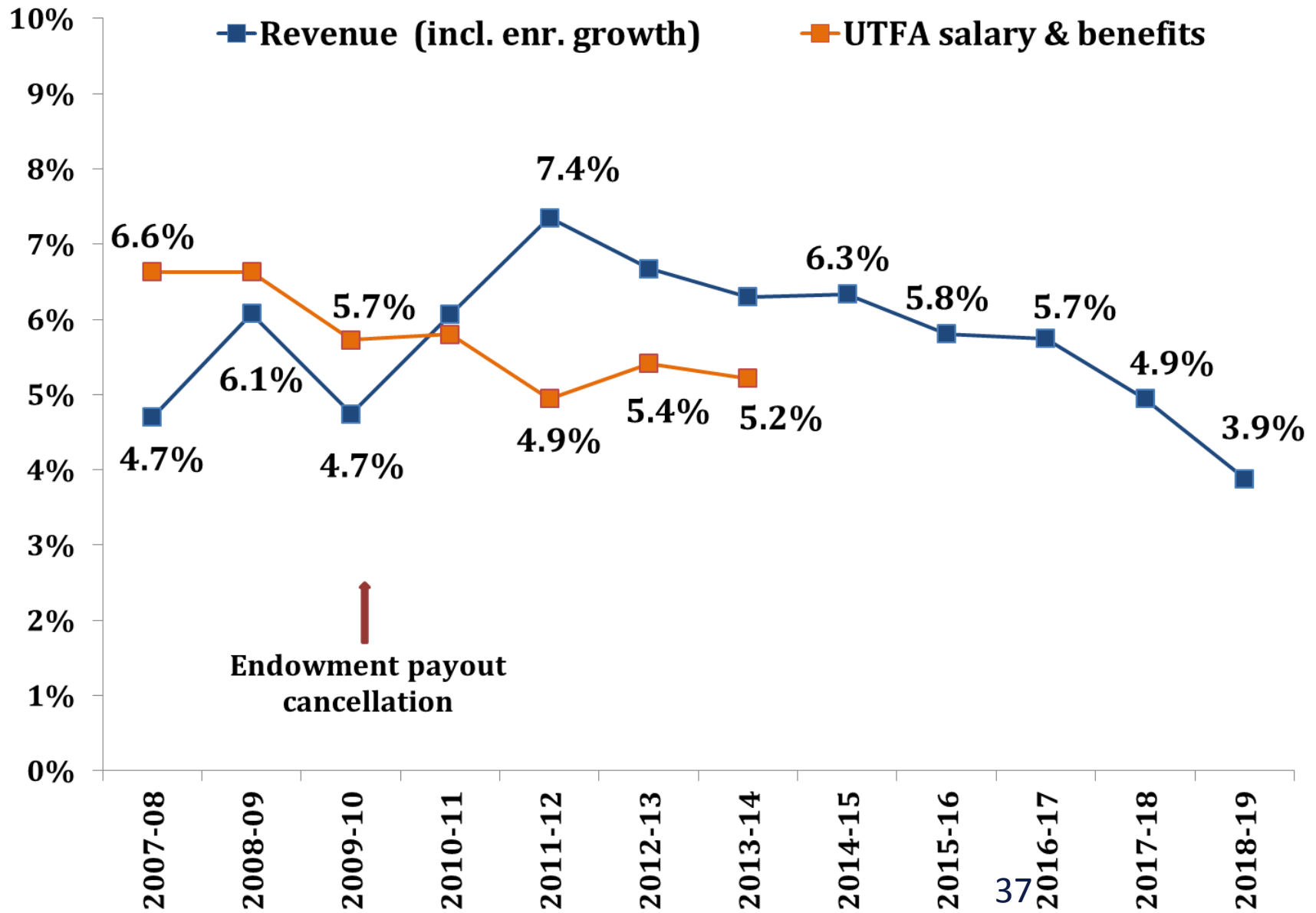
# Pension Special Payments and other related costs

	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

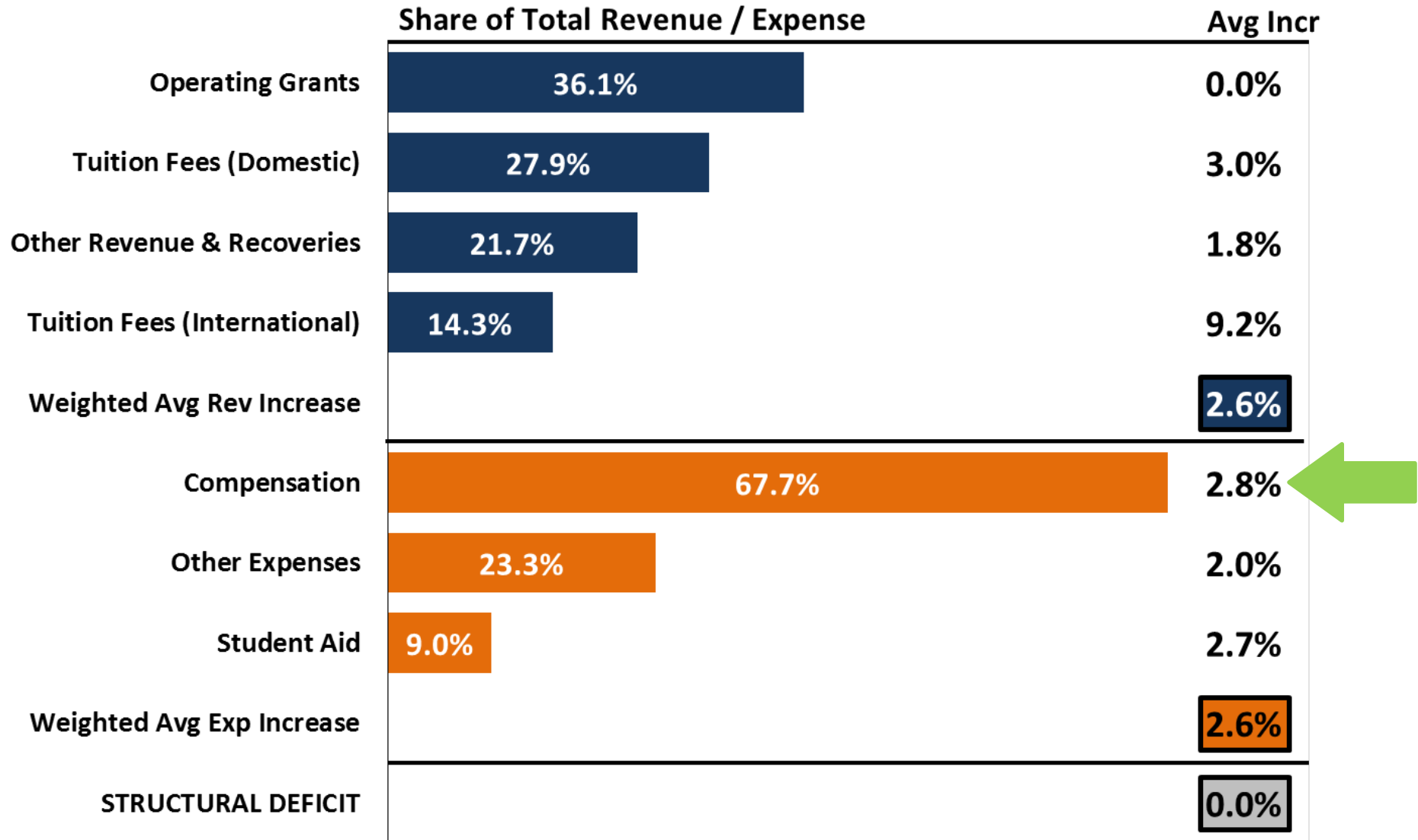
Placeholder

# Rate of Growth

## Revenue vs. UTFA Salary and Benefits








# A Structural Budget Solution





# New Categories for Reporting Divisional Reserves

-  **Infrastructure Reserve**
-  **Endowment Matching**
-  **Operating Contingency**
-  **Research Support**
-  **Student Aid**

# In Summary

**Declining provincial support**

**Campus expansion**

**Differentiation/graduate**

**International enrolment risk**

**Structural budget challenge**

**Decisions matter**

*Report Number 5 of the UTSC Agenda Committee- April 9, 2014*

**UNIVERSITY OF TORONTO**

**UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL**

**REPORT NUMBER 5 OF THE AGENDA COMMITTEE**

**April 9, 2014**

To the Campus Council  
University of Toronto Scarborough.

Your Committee reports that it held a meeting on Wednesday, April 9, 2014 at 4:00 p.m. in the University of Toronto Scarborough, Arts and Administration Building, Council Chamber, Room 160.

Present: Mr. Mark Krembil (Vice-Chair)  
Ms Sara Allain  
Mr. Andrew Arifuzzaman, Chief Administrative Officer  
Mr. Asher Chohan  
Ms Kathy Fellowes  
Ms Sue Graham-Nutter  
Dr. Elaine Khoo  
Ms Alyssa Moses

Regrets: Professor William Gough (Chair)

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

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The meeting was held in closed session.

**1. Chair's Remarks**

The Vice-Chair welcomed members to the meeting and reported that he was Chairing the meeting in Professor William Gough's absence.

*Report Number 5 of the UTSC Agenda Committee- April 9, 2014*

**2. Agenda for the Meeting of the University of Toronto Scarborough Campus Council, Thursday, April 24, 2014**

The committee discussed and approved the agenda for the Campus Council meeting on Thursday, April 24, 2014, as presented.

**CONSENT AGENDA**

**4. Date of the Next Meeting- Wednesday, May 14, 2014, 4:00 p.m. - 5:00 p.m.**

**5. Report of the Previous Meeting- Report Number 4- February 24, 2014**

The consent agenda was adopted and the item requiring approval (Item 5) was approved.

The Chair reminded members that the next scheduled meeting of the Committee was Wednesday, May 14, 2014 at 4:00 p.m. in the University of Toronto Scarborough Council Chamber, Arts and Administration Building.

**6. Other Business**

There were no other items of business.

The meeting adjourned at 4:35 p.m.

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Secretary

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Chair

UNIVERSITY OF TORONTO

**THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL**

**REPORT NUMBER 5 OF THE ACADEMIC AFFAIRS COMMITTEE**

**March 25, 2014**

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

Your Committee reports that it met on Tuesday, March 25, 2014 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

**Present:**

Ms Kathy Fellowes (Chair)  
Professor Suzanne Erb (Vice-Chair)  
Professor Bruce Kidd, Interim Vice-  
President and Principal  
Professor Rick Halpern, Dean and  
Vice-Principal (Academic)  
Professor Julie McCarthy, Interim  
Vice-Principal, Research  
Mr. Syed W. Ahmed  
Dr. Johann Bayer  
Professor William R. Bowen  
Dr. Curtis Cole  
Professor Kelin Emmett  
Professor John Hannigan  
Professor Rena Helms-Park  
Professor Sherri Helwig  
Dr. Nancy Johnston  
Dr. Sarah D. King  
Professor Michael J. Lambek  
Professor Patricia Landolt  
Mr. Andrew Leung  
Professor Nathan R. Lovejoy  
Professor Andrew C. Mason  
Professor John Robert Miron  
Dr. Christopher Ollson  
Professor Stephen Rockel  
Ms Paulina Rousseau  
Professor Larry A. Sawchuk  
Professor Mark A. Schmuckler  
Ms Tisha Tan

Dr. Sisi Tran  
Professor David Zweig

**Non-Voting Assessor:**

Ms Annette Knott  
Ms Lesley Lewis

**Secretariat:**

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

**REPORT NUMBER 5 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- March 25, 2014**

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**Regrets:**

Professor Daniel Bender  
Professor Nick Cheng  
Professor George S. Cree  
Mr. Luki Danukarjanto  
Mr. Adrian De Leon  
Ms Hanan Domloge  
Professor David J. Fleet  
Ms Ariane Ganji  
Dr. Brian Harrington  
Professor Paula Hastings  
Professor Matthew Hoffmann  
Mr. Jerry Jien

Mr. John Kapageridis  
Professor Heinz-Bernhard Kraatz  
Professor Garry Martin Leonard  
Professor Alice Maurice  
Professor Karen Lyda McCrindle  
Ms Victoria Owen  
Ms Charmaine Ramirez  
Ms Lindsay Raoufi  
Professor Bill Seager  
Professor Grace Skogstad  
Professor Andre Sorensen  
Ms Georgette Zinaty

**In attendance:**

Mr. Andrew Arifuzzaman, Chief Administrative Officer  
Mr. Desmond Pouyat, Dean of Student Affairs

**1. Chair's Remarks**

The Chair welcomed members and guests to the meeting, and welcomed Professor Kelin Emmett and Dr. Christopher Ollson who participated in the meeting via teleconference. She also offered a warm welcome to Professor Bruce Kidd, Interim Vice-President and Principal who was also in attendance.

**2. Assessor Report**

The Chair invited Professor Rick Halpern, Dean and Vice-Principal (Academic) to provide the Committee with a brief report. Professor Halpern reported that the Concurrent Teacher Education Program (CTEP) had suspended enrollment, and that the primary driver was a change in provincial policy. CTEP operates across several university divisions, and the transition to new teacher training programs is evolving smoothly and is being coordinated centrally.

Professor Halpern provided a presentation on the topic of external departmental, unit, and program reviews. The presentation highlights included the following:

- Departmental, unit, and program reviews are conducted at regular intervals to assess the health of the academic enterprise at the University of Toronto.
- External reviews are governed by the University of Toronto Quality Assurance Process (UTQAP) where the *Cyclical Review Protocol* is used to ensure that the University of Toronto programs meet the highest standards of academic excellence.
- The process of conducting external reviews includes: establishing terms of reference, selecting a review team, a department self-study, and a site visit by the review team.

**REPORT NUMBER 5 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- March 25, 2014**

Page 3 of 5

- When the work of the review team is completed a report is produced with highlights and challenges. A summary of the report is prepared by the Office of the Provost, which also requests the Dean to provide a formal written administrative response. This response, along with the summary, then is presented to the Committee on Academic Policy and Programs (AP&P).
- A member of the Committee asked whether there was a review of an academic unit when the Chair's term ended, and Professor Halpern replied that there is now a conscious effort to decouple the end of a Chair's term and the conduct of an external review. He added that if the two coincide, then there is an effort to defer the external review process for one year.

The Chair thanked Professor Halpern for his report.

**3. External Academic Reviews of Programs\* (*for information*)**

- a. Anthropology
- b. City Studies and Human Geography
- c. Joint Program in Journalism
- d. Joint Program in New Media Studies
- e. Joint Program in Paramedicine
- f. Political Science and Public Policy
- g. Sociology

The Chair invited Professor Rick Halpern to present the external academic reviews of programs for information to the Committee.

Professor Halpern reported that the Joint Programs external reviews (Journalism, New Media Studies, and Paramedicine) were largely positive but observed that these programs might be more explicit about their learning outcomes. The reviews also noted that many students in the programs expressed confusion about varying expectations and pedagogical styles between Centennial College and UTSC. He reported that staff members from UTSC and Centennial College were meeting regularly to discuss ways to address these challenges.

Professor Halpern reported that he was very pleased with the four Social Sciences external reviews (Anthropology, Human Geography, Political Science, and Sociology). The departments were praised for their academic rigour and the quality of faculty hired. The external reviewers also remarked on the high morale of faculty, staff and students in each department. Professor Halpern will bring the reviews to the Committee on Academic Policy and Programs.

A member commented on the excellent work done by the Office of the Dean and Vice-Principal (Academic) and congratulated them on the stellar reviews.

**REPORT NUMBER 5 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- March 25, 2014**

Page 4 of 5

**4. UTSC Strategic Plan\* (for information)**

The Chair invited Mr. Andrew Arifuzzaman, Chief Administrative Officer to present the UTSC Strategic Plan to the Committee for information. The presentation highlights were as follows:

- The approach to the strategic plan was to update and refresh the existing 2008 plan.
- The updated Strategic Direction including:
  1. New and emerging areas of scholarship- lead thinking in traditional disciplines, and build new areas of scholarship.
  2. Innovative research-Create and share new knowledge in new ways.
  3. Global perspective- Harness the advantage of our local surroundings and global reach.
  4. Experiential learning- Enhance learning through experiences on campus and beyond.
  5. Strong foundations- Create strong interpersonal connections through the campus of tomorrow.
- The academic plan, service/administrative/capital plans, campus plan and annual budget develop from the strategic plan and directions.

A member commented on the exceptional work done in updating the UTSC Strategic Plan.

The Chair thanked Mr. Arifuzzaman for his presentation to the Committee, and for the work put into the updated UTSC Strategic Plan.

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**CONSENT AGENDA\*\***

**5. Undergraduate Program Revisions \* (for information)**

**6. Report of the Previous Meeting: Report 4 – Tuesday, February 11, 2014\*(for approval)**

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

**8. Date of the Next Meeting – Monday, April 28, 2014, 4:00 p.m. - 6:00 p.m.**

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

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

The Chair reminded members that the next scheduled meeting of the Committee was on Monday, April 28, 2014 at 4:00 p.m.



**REPORT NUMBER 5 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- March 25, 2014**

Page 5 of 5

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**9. Other Business**

There were no other items of business.

The meeting adjourned at 5:18 p.m.

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Secretary

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Chair

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

**REPORT NUMBER 5 OF THE CAMPUS AFFAIRS COMMITTEE**

**March 26, 2014**

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

Your committee reports that it met on Wednesday, March 26, 2014 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

**Present:**

Ms Sue Graham-Nutter (Chair)  
Ms Marilyn Kwan (Vice-Chair)  
Professor Rick Halpern, Dean and Vice-Principal (Academic)  
Mr. Andrew Arifuzzaman, Chief Administrative Officer  
Ms Erin Bradford  
Mr. Ommer Chohan  
Ms Precia Darshan  
Ms Sarah Fedko  
Ms Kathy Fellowes  
Mr. Roger Francis  
Professor William A. Gough  
Ms Hannah Yukari Hori  
Professor Ken W.F. Howard  
Ms Lydia V.E. Lampers-Wallner  
Ms Nancy Lee  
Mr. Kevin Ramlal  
Mr. Filippo Raso  
Mr. Tony Rupnaraine  
Professor Erin L. Webster

**Non-Voting Assessors:**

Ms Helen Morissette  
Ms Kim Richard

**Secretariat:**

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

**Regrets:**

Ms Hivin Alarashi  
Ms Sara Allain  
Professor Jonathan S. Cant  
Dr. Tarun Dewan  
Ms Nicole Dionisio  
Professor Stephen G. Reid  
Dr. Effie Sauer  
Dr. Zohreb Shahbazi  
Professor Lucan Way

**REPORT NUMBER 5 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- March 26, 2014**

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**In attendance:**

Ms Jennifer Bramer, Director, Academic Advising and Career Centre

Ms Sischa Maharaj

Mr. Scott McRoberts, Director, Athletics and Recreation

Ms Meredith Strong, Director, Office of the Vice-Provost, Students and Student Policy Advisor

**1. Chair's Remarks**

The Chair welcomed members to the meeting. She reported that she attended the March 18, 2014 meeting of the University Affairs Board where Mr. Desmond Pouyat, Dean of Student Affairs, and his team were recognized for their work with the Council on Student Services (CSS) in having the Operating Plans and Fees: Student Affairs and Services approved. UTSC was the only campus that had successfully completed negotiations with their Student Services body. The Chair thanked Mr. Pouyat, his team, and the student services body for a wonderful example of team work and collaboration.

**2. Assessor Reports**

Mr. Andrew Arifuzzaman, Chief Administrative Officer, offered to arrange campus tours for members of UTSC governance bodies and that arrangements would be made through the Office of the Campus Council to offer these in the spring.

**3. UTSC Strategic Plan**

The Chair invited Mr. Andrew Arifuzzaman to present the UTSC Strategic Plan to the Committee for recommendation to the Campus Council. The presentation highlights were as follows:

- The approach to the current strategic plan was to update and refresh the existing 2008 plan.
- The updated Strategic Direction included:
  1. New and emerging areas of scholarship- lead thinking in traditional disciplines, and build new areas of scholarship.
  2. Innovative research-Create and share new knowledge in new ways.
  3. Global perspective- Harness the advantage of our local surroundings and global reach
  4. Experiential learning- Enhance learning through experiences on campus and beyond.
  5. Strong foundations- Create strong interpersonal connections through the campus of tomorrow.
- The academic plan, service/administrative/capital plans, campus plan and annual budget develop from the strategic plan and directions.

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In response to a comment from a member regarding key performance indicators for the Strategic Plan, Mr. Arifuzzaman indicated that UTSC would be using a balanced scorecard approach that UTSC has started to develop.

A Committee member asked whether the Strategic Plan would be revisited over the five-year period, and Mr. Arifuzzaman reported that the Strategic Plan would not be updated until the five-year period was up.

A Committee member commented on the innovative research strategic direction, which was called enhanced graduate training in the previous Strategic Plan and asked why the reference to graduate training was renamed. Professor Halpern responded by stating that the new name reflected the fact that research took place at both the undergraduate and graduate level. Another member asked if there were any specific disciplines targeted for innovative research, and Professor Halpern replied that there weren't any specific disciplines targeted for innovative research.

A Committee member asked how new and emerging areas of scholarship were discovered, and Professor Halpern highlighted the importance of professional associations, academic journals, conferences and professional presence across the university to determine whether new and emerging areas of scholarship had the potential for broad appeal and a critical mass of existing scholarship.

A Committee member asked if mental health issues were captured in the Strategic Plan. Mr. Arifuzzaman responded that it fell under the Strong Foundations strategic direction and that further direction would come from the institutional level.

In response to a question from a member regarding the UTSC commitment to growth in graduate programming as described in the *Towards 2030* plan, Professor William Gough, Vice-Dean, Graduate, reported that the *Towards 2030* plans enabled the Masters in Environmental Sciences program to flourish at UTSC and that two graduate programs in Management were being developed.

The Chair thanked Mr. Arifuzzaman for his presentation to the Committee and for the work put into the updated UTSC Strategic Plan.

On motion duly moved, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT subject to confirmation by the Executive Committee,

THAT "The Five Strategic Directions" detailed on pages 11 to 15 of the University of Toronto Scarborough Strategic Plan, as proposed in the documentation from the Interim Vice-President and Principal, Professor Bruce

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Kidd, dated March 18, 2014, be approved in principle, effective July 1, 2014.

**4. Student Societies: Request for Fee Increases**

The Chair reported that at the February 12, 2014 Committee meeting, a number of motions regarding the compulsory non-academic incidental student society fee increases were brought forward by Mr. Pouyat for recommendation to the UTSC Campus Council. Due to the extensive nature of changes and approvals that were brought forward, the cost of living increase in the Student Centre portion of the fee, while contained in the documentation provided, was inadvertently left out of the motion. The Chair reported that the omission was addressed and included in the agenda for the meeting.

There were no questions or comments from members.

On motion duly moved, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT subject to confirmation by the Executive Committee,

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

**CONSENT AGENDA**

**5. Report of the Previous Meeting: Report Number 4- February 12, 2014** *(for approval)*

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

**7. Date of the Next Meeting- Wednesday, April 30, 2014**

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 30, 2014 at 4:00 p.m.

**8. Other Business**

There were no other items of business.

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The meeting adjourned at 5:20 p.m.

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Secretary

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Chair