

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 12 OF THE CAMPUS COUNCIL

May 27, 2015

Ms Judy Goldring, Chair,
Governing Council
Professor William A. Gough, Chair
Mr. Mark Krembil, Vice-Chair
Professor Bruce Kidd, Vice-President
and Principal
Mr. Andrew Arifuzzaman, Chief
Administrative Officer
Mr. Preet Banerjee
Mr. Harvey Botting
Mr. Asher Chohan
Ms Kathy Fellowes
Dr. Brian Harrington
Dr. Elaine Khoo
Ms Marilyn Kwan
Ms Nancy Lee
Ms Permjit (Pam) Mann
Ms Susan Murray
Dr. Christopher Ollson

Mr. David Shim
Ms Elaine Thompson
Secretariat:
Mr. Louis Charpentier
Ms Sheree Drummond
Ms Amorell Saunders N'Daw
Ms Rena Parsan

Regrets:
Professor Suzanne Erb
Mr. Mark Frimpong
Ms Sue Graham-Nutter
Professor Rick Halpern
Mr. John Kapageridis
Mr. Hussain Masoom
Mr. Moataz S. Mohamed
Mr. George Quan Fun
Professor Andre Simpson

In attendance:

Ms Jennifer Ankrett, Director, Academic Advising & Career Centre
Professor Daniel Bender, Professor, Department of Historical and Cultural Studies
Ms Debbie Bilinski, Director, Office of the Vice-Principal, Research
Professor Malcolm Campbell, Vice-Principal, Research
Mr. Mikael Castaldo, Student Presenter
Mr. Harshil Dhanky, Student Presenter
Ms Annette Knott, Academic Programs Officer, Office of the Dean and Vice-Principal
(Academic)
Ms Lesley Lewis, Assistant Dean, Office of the Dean and Vice-Principal (Academic)
Ms Helen Morissette, Director, Financial Services
Ms Frances Wdowczyk, Director, Business Development & Special Advisor to the Chief

Administrative Officer

Ms Georgette Zinaty, Executive Director, Development and Alumni Relations

Professor David Zweig, Associate Professor & Chair, Department of Management

1. Chair's Remarks

The Chair welcomed members and guests to the final Council meeting of the governance year. He offered a special welcome to Ms Judy Goldring, Chair of the Governing Council, and acknowledged the members who participated in the meeting by teleconference. Lastly, he encouraged members to complete the online evaluation survey, which the Secretariat would distribute to members electronically after the meeting.

2. Report of the Vice-President & Principal

The Chair introduced and invited Professor Bruce Kidd, Vice-President and Principal to present his report.

a. Student Presentation: Management Students Rise to the Competitive Challenge

Professor Kidd invited Professor David Zweig, Chair of the Department of Management, to provide context for the student presentation. He reported that the Department of Management was committed to preparing students for the demanding marketplace and encouraged involvement in local, provincial, national, and global management case competitions. He introduced and invited Mr. Mikael Castaldo and Mr. Harshil Dhanky from the Talent and Growth (TAG) initiative to present. Their presentation¹ included the following major points:

- Involvement in case competitions allowed students to demonstrate the theoretical knowledge obtained in the classroom to real life problems. It also provided an opportunity to practice teamwork and presentation skills.
- Financial support was provided by the Department of Student Life to help students travel to competitions. Students also pursued sponsorship opportunities to increase participation in more competitions.
- Victories for TAG included: 1st place out of 150 delegates at the Leading Innovative Visions to Excellence (LIVE) national competition with 10 other university participants; 1st place out of 80 delegates at the IBM Big Data & Analytics Case Competition (IBM BDACC) provincial competition; and 2nd out of 178 teams at the Canada's Next Top Ad Exec (CNTAE) national competition. TAG teams also participated in global competitions at Harvard University in Boston and Wharton University in Philadelphia.
- Goals for 2015-16 included: increasing awareness of the UTSC Management brand internationally and continuing to train students to become better thinkers and problem solvers.

¹ Student Presentation- Management Students Rise to the Competitive Challenge

In response to a question from a member, Mr. Dhanky explained that recent competition wins were helping to obtain sponsorships for future competitions. He reported that the keynote speaker at the LIVE competition, which was hosted by UTSC, was the Chief Executive Officer of Porter Airlines (Mr. Robert Deluce), who sponsored the team's flight to Boston to participate in the Harvard case competition.

A member asked whether the TAG teams had a relationship with students in the University of Toronto Rotman program, and Professor Zweig reported that there was no relationship other than the fact that UTSC teams competed against students in the Rotman program. He added that participation in the management case competitions was designed to showcase UTSC Management students.

In response to a question regarding the composition of the TAG teams, Mr. Dhanky explained that the teams were built around subject matter expertise, including accounting; marketing and finance and competition teams were assembled based on the nature of the competition.

In response to a question regarding other university competitors, Mr. Castaldo reported that the TAG teams had competed alongside teams from Ivey School of Business (University of Western Ontario), Queen's University, Schulich School of Business (York University), and Waterloo University.

The Chair thanked Professor Zweig, Mr. Castaldo, and Mr. Dhanky for their presentation.

Returning to his report, Professor Kidd provided the Council with a year in review of UTSC matters. His report included the following highlights:

- Academic departments were actively developing proposals for the academic plan that would be presented to the governance bodies in the upcoming governance year.
- Appreciation was offered to the UTSC community for their support during the CUPE 3902 Unit 1 strike in the early spring 2015.
- Unfortunately UTSC's application for Ontario Major Capital Expansion funds to assist with the construction of Highland Hall was not successful. The desire was to move this important project forward and as such other financing options were being explored with the expectation that a proposal would be presented to governance in the Fall.
- The Toronto Pan-Am Sports Centre (TPASC) was hosting several competitions during the Pan-American and Para Pan-American games, which included swimming, diving, fencing, wheelchair tennis, sitting volleyball, and modern pentathlon. The Games would not have an impact on summer classes, and that two additional Toronto Transit Commission (TTC) bus routes had been added to bring people to the Games and consequently to the campus.

Professor Kidd concluded by encouraging all members of the UTSC community to participate in the Pan-American and Para Pan-American activities during the month of July and to visit the

UTSC website for further information.

3. Annual Report: Research

The Chair introduced and invited Professor Malcolm Campbell, Vice-Principal, Research, to present² his annual report to the Council. The Research portfolio had experienced growth and diversification in the past six years beginning in 2009. Professor Campbell's presentation highlighted the following key points:

- Infrastructure investments along with faculty, staff and students had contributed to strengthened research capacity.
- Research partnerships had been formed with a number of stakeholders (e.g. City of Toronto, Rouge Valley Health System, Royal Ontario Museum, and Canadian Sport Institute of Ontario).
- The Research Competitiveness Fund encouraged UTSC faculty to submit external grant applications with an emphasis on submissions to the Tri-Council. Between 2011-2015, 117 applications were submitted, which generated \$2.8M in external funding.
- Recommendations for continued research success included: broadening faculty research participation, enhancing student research engagement, building centres of research excellence, and building research reputation through knowledge mobilization.

A member asked whether UTSC post-graduate students received scholarships, and Professor Campbell confirmed that they did. In follow up, a member asked whether similar scholarships were available to undergraduate students and Professor Campbell responded that it was difficult to track scholarships received by undergraduate students as they typically pursued their graduate studies elsewhere.

The Chair thanked Professor Campbell for his presentation and contribution to governance at UTSC. He thanked him for the passion and commitment he brought to his role and wished him well in his new role as Vice-President, Research, at the University of Guelph.

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

The Chair invited Professor Kidd to introduce the item. He reported that the UTSC Campus Affairs Committee considered the Creation of the Culinarium Research Centre as an Extra-Departmental Unit C (EDU-C) at the April 29th meeting for recommendation to the UTSC Campus Council for approval. He explained that the proposed creation of the Centre as an EDU-C would establish a tri-campus hub to foster interdisciplinary research and scholarly interest in the field of Food Studies. He noted that the largest group of food scholars in Canada was within the Humanities and Social Sciences departments at UTSC. He emphasized that the Centre was

² Annual Report- Research

well aligned with the UTSC strategic plan and that Funding for the Centre was primarily through a Connaught Cross-Disciplinary/Cross-Cultural Seminar Grant, which would continue until 2017. Funding would be supplemented by the Canada Research Chair program (CRC), and by income from grant submissions that were currently in development.

A member commented on the sources of funding for the EDU-C, and Professor Kidd explained that having an organized Centre within the University gave status to the field of Food Studies, which could help attract future funding. Professor Daniel Bender from the Department of Historical and Cultural Studies added that the CRC was renewable after seven years, and having an established Centre would help strengthen the renewal application.

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

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

CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COUNCIL 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 Council was on Wednesday, October 14, 2015 at 4:00 p.m.

5. Report of the Previous Meeting: Report Number 11 – Tuesday, April 21, 2015

6. Business Arising from the Minutes of the Previous Meeting

7. Reports for Information

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

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

9. Other Business

No other business was raised.

10. Question Period

There were no questions.

11. Reflections: Year in Review

The Chair invited the Chair of the Academic Affairs Committee, Ms Kathy Fellowes, to provide a brief reflection on the past governance year. Ms Fellowes commented on the positive impact the various strategic presentations had on members' engagement levels. She expressed gratitude to the Decanal portfolio, Chair of the Campus Council, Vice-Chair of the Academic Affairs Committee, Secretariat, and her home department and Director for their support in her role as Chair.

Professor Gough provided his final remarks as Chair of Council and expressed what a pleasure it was to serve as the inaugural Chair. He commented on the excellent implementation process of the tri-campus governance structure and thanked the Secretariat for its support. He concluded by thanking Council members for their service and conveyed best wishes to non-continuing members

The Chair then invited Ms Judy Goldring, Chair of the Governing Council, to offer remarks. She expressed appreciation to the members for their active participation in governance at UTSC and noted their critical role in the continuing maturation of the tri-campus governance structure. She continued her remarks by saying that she wanted to acknowledge for the record Professor Gough's remarkable contributions to governance. She referenced his service from 2002-2006 as the Chair of the UTSC Faculty Council and indicated that he would shortly be completing his final term as a Teaching Staff governor having served for the nine year maximum. She noted that that over that time, Professor Gough had served on a variety of Boards and Committees - the Academic Board, University Affairs Board, Committee on Academic Programs and Policy, Elections Committee (which he chaired), and he also sat at the Executive Committee table. She spoke of Professor Gough's important role in the review of governance which had led to the tri-campus structure -- first serving as a member of the Task Force on Governance itself, and then as a member of the Implementation Committee. Critically, he had led the Group on Tri-campus matters which had recommended the Campus Councils and their Committees. As Campus Council's inaugural Chair he played a critical role in strengthening governance and the intersection of governance with the administration -- most recently serving on the Committee to Review the Campus Councils, bringing both a deep historical understanding and a clear view to the future. In conclusion, the Chair described Professor Gough as an exceptional University citizen who had actively worked to enhance the University's governance infrastructure in a myriad of ways and

highlighted desire for fairness and justice. She presented Professor Gough with a University of Toronto 'captain's chair' as a token of gratitude and to commemorate his service. On behalf of the Governing Council and members of the Campus Council she thanked him for all that he had contributed and for his passion for UTSC and for the University of Toronto.

IN CAMERA

The Council moved *in camera*.

12. Appointments: 2015-16 UTSC Campus Council Standing Committee Membership

On motion made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the following appointments of members of the UTSC Campus Council to the Standing Committees and related leadership roles, as recommended by the UTSC Nominating Committee, with one exception, the exclusion of Prof. Bernie Kraatz as a UTSC Campus Council Teaching Staff member on the UTSC Academic Affairs Committee, be approved for one-year terms as specified in the documentation dated on May 20th, 2015, effective July 1, 2015.

A. Campus Affairs Committee

- a) Campus Council administrative staff member - 1 seat (Mr. Scott McRoberts)
- b) Campus Council community member - 1 seat (Ms Sue Graham-Nutter)
- c) Campus Council student member- 1 seat (Ms Nourhan Ahmed)
- d) Campus Council teaching staff member - 1 seat (Dr. Brian Harrington)
- e) Chair (Ms Sue Graham-Nutter)
- f) Vice-Chair (Dr. Brian Harrington)

B. Academic Affairs Committee

- a) Campus Council administrative staff member - 1 seat (Ms Kathy Fellowes)
- b) Campus Council community members - 3 seats (Mr. John Kapageridis, Dr. Jennifer McKelvie, and Dr. Chris Ollson)
- c) Campus Council student member- 2 seats (Mr. Andrew Leung & Mr. Joshua Miller)
- d) Campus Council teaching staff members - 3 seats (Prof. Leslie Chan, Dr. Elaine Khoo, and TDB)
- e) Chair (Ms Kathy Fellowes)
- f) Vice-Chair (Dr. Chris Ollson)

The Council returned to open session.

The meeting adjourned at 6:16 p.m.

Secretary

Chair

UNIVERSITY OF TORONTO SCARBOROUGH Management

Management: Case Competitions

Mikael Castaldo and Harshil Dhanky

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Simulation



"Company XYZ is a global consumer packaged goods conglomerate earning \$2.2Bn per annum. The CEO has hired you as a consultant to recommend potential expansion markets and acquisition targets to increase enterprise value. Create a report, presentation, and pitch."

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Agenda

- ➔ 2014-2015 student development focus – case competitions
- ➔ Management competition wins
- ➔ 2015-2016 goals

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Student Development

- ➔ What are case competitions?
- ➔ How has the department of management been increasing involvement in case competitions?
- ➔ How do case competitions develop students intellectually?

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Case Competitions – Curriculum Overview

- ➔ LIVE – real time, interdisciplinary
- ➔ NIBC – investment banking focused, technical, longer prep time
- ➔ BDACC – research heavy, week to prepare, analysis-driven

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Management – Case Competition Victories

External	
- 1 st Place LIVE	- 3 rd Place FPTC
- 1 st Place IBM BDACC	- 3 rd Place Focus 2040
- 1 st Place UTCA	- Finalist NIBC
- 2 nd Place SMG	- Delegate, Harvard, Wharton
- 2 nd Place CNTAE	
Internal	
- 1 st Place PECC	- 1 st Place TRS
- 1 st Place Consultpreneur	- 1 st Place Stock Pitch
- 1 st Place UTFC	- 1 st Place Perfect Pitch
- 1 st Place DECA BIZ	- 2 nd TMG Competition
- 1 st Place DECA Inter UofT	- 3 rd Place Trading Competition

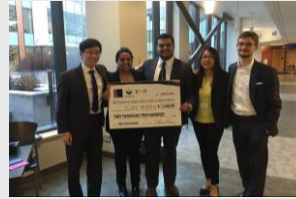
1st Place – LIVE



- ➔ 1st out of 150 delegates
- ➔ National competition
- ➔ 10+ different universities

Unlimited possibilities ...

1st Place – IBM BDACC



- ➔ 1st out of 80 delegates
- ➔ Provincial competition
- ➔ Exposure to IBM Watson Analytics software

Unlimited possibilities ...

2nd Place – CNTAE



- ➔ 2nd out of 178 teams
- ➔ National competition
- ➔ Grand prize – Chevrolet car

Unlimited possibilities ...

Wharton, Harvard



- ➔ 5 continents represented
- ➔ McKinsey, BCG, Bain sponsored
- ➔ Yale, Cornell, Berkley, Princeton, IIM, and MIT among the attendees

Unlimited possibilities ...

2015-2015 Goals

Mission:

- Increase Management and UTSC's brand awareness internationally
- Train students to become better thinkers and problem solvers

Milestones:

- Compete in at least 10 competitions with a 70% win ratio
- Compete in at least 2 international competitions, win one
- Specifically target CNTAE, ICBC, WUCC, HICC, and Hult GCC

Unlimited possibilities ...

Closing Remarks

Comments/Questions/Concerns?

Unlimited possibilities ...

UTSC Research Performance 2009-2015

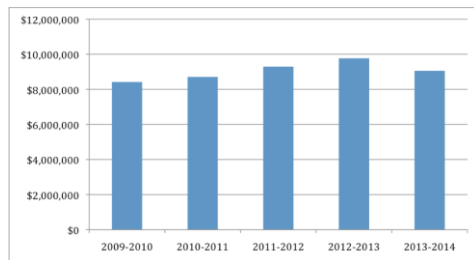
University of Toronto Scarborough
Malcolm M. Campbell
Vice-Principal Research

UTSC Research Oversight Pre-2009

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

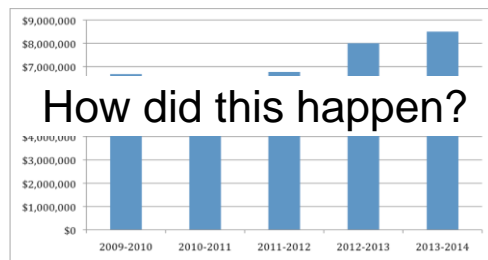
UTSC Annual Research Funding

Total



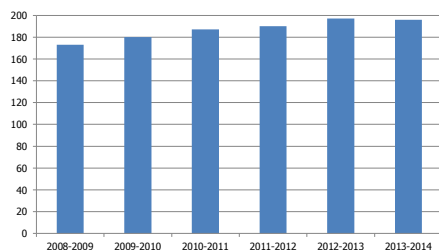
UTSC Annual Research Funding

Total, with CFI & Federal Indirect Costs Removed



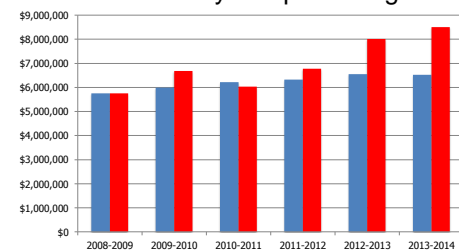
UTSC Annual Research Funding

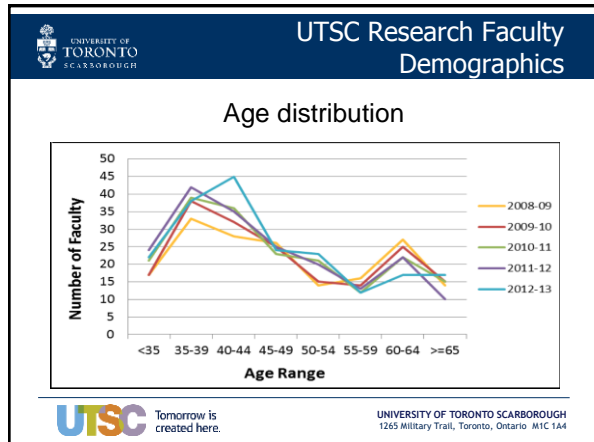
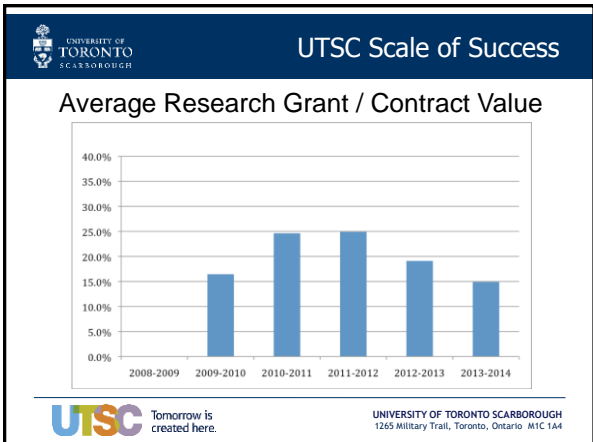
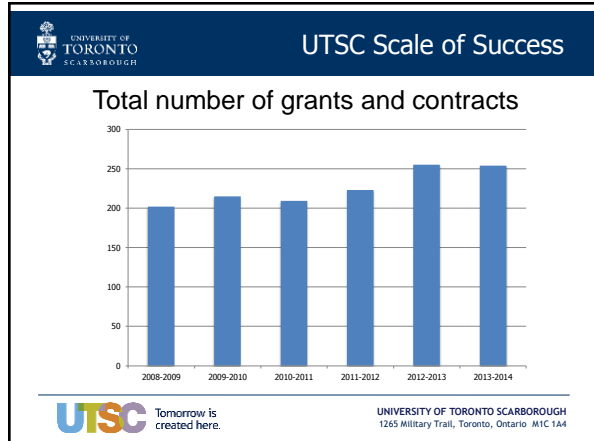
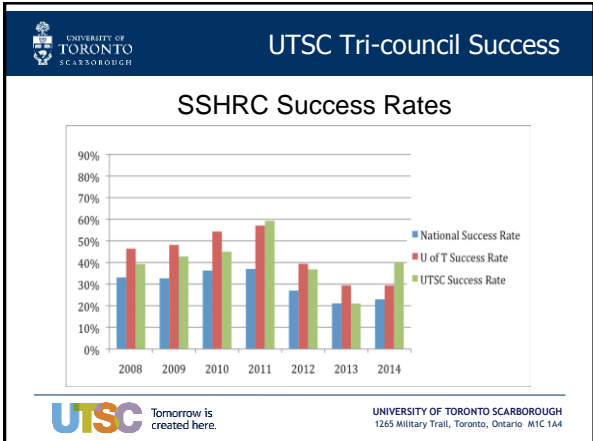
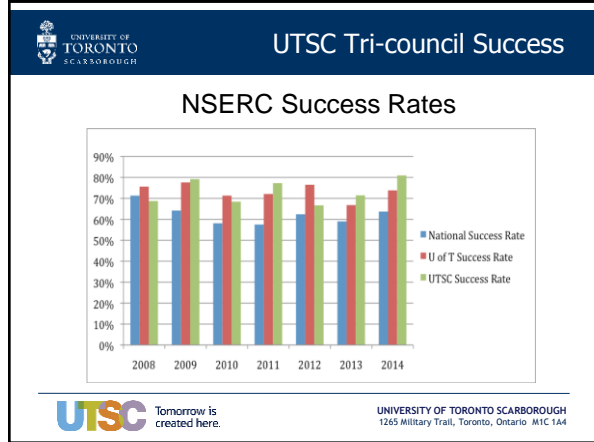
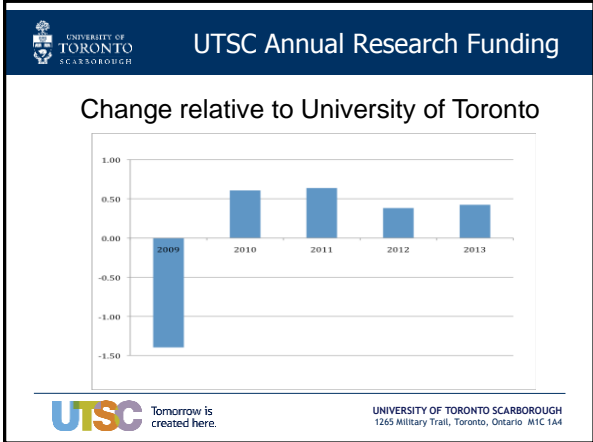
Faculty complement growth

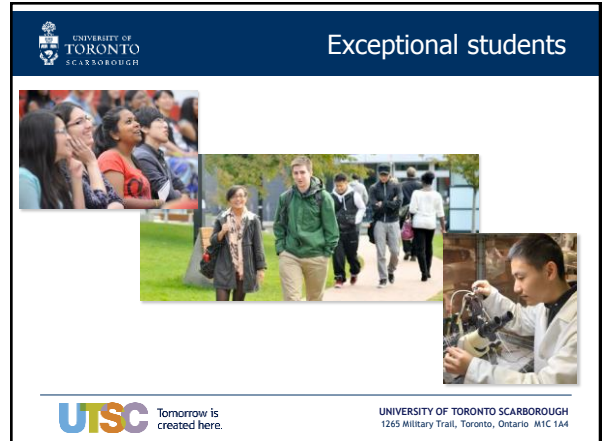
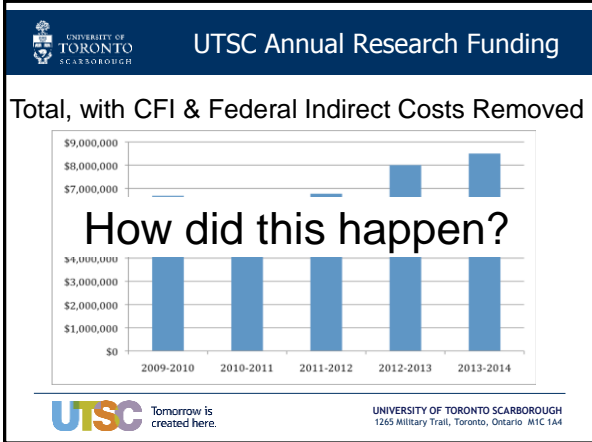


UTSC Annual Research Funding

Research funding growth relative to faculty complement growth







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Research that resonates

UTSC Tomorrow is created here.

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Promoting research culture

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New ways of doing things

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Research Competitiveness Fund 2011-2015

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

to 2015

to 2014

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UTSC VPR Office



Debbie Bilinski
Director, Research Operations

Valeria Guido-Taylor
Research Operations & Finance Officer

Suzanne Jaeger
Research Partnerships & Innovation Officer

Kristine Peruzzi
Assistant to UTSC VPR

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UTSC Research Oversight Post-2009

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

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Questions?

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Recommendations: UTSC Research

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

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