

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 36 OF THE CAMPUS COUNCIL

May 28, 2019

Present:

Paul Kingston, Chair
Preet Banerjee, Vice-Chair
Wisdom Tettey, Vice-President and
Principal
Andrew Arifuzzaman, Chief
Administrative Officer
William Gough, Vice-Principal,
Academic and Dean
Catherine Bragg
George Fadel
Liben Gebremikael
Jason Glover
William Gough
Brian Harrington*
Soaad Hossain
Elaine Khoo*

Lydia Lampers-Wallner
Brenda Librecz*
Tayyab Rashid
Silma Roddau

Regrets:

Fareed Amin
Conor Anderson
Tarun Dewan
Sonja Nikkila
Sue Graham-Nutter
Mari Motrich
Annie Sahagian
Lynn Tucker

*Telephone Participants

In attendance:

Brian Lawson, Member of Governing Council, Co-Chair, Alternative Funding Sources Advisory Group

Sally Garner, Senior Strategist, Operational Initiatives
Cherilyn Nobleza, Director, Human Resources Strategic Initiatives
David Fenton, Program Coordinator, Entrepreneurship and Work Integrated Learning
Paul Nakonechny, HR Analytics Consultant
Kimberley Tull, Director, Community Development & Engagement
Qi Cui, Student Presenter
Jiuxun Liu, Student Presenter
Muhammad Raza, Student Presenter

Secretariat:

Emma Thacker, Assistant Secretary of the Governing Council
Rena Prashad, Governance Coordinator, UTSC

1. Chair's Remarks

The Chair welcomed members and guests to the final meeting of the governance year.

2. Report of the Vice-President and Principal

The Chair introduced and invited Professor Tetey to deliver his final report to the Council for the governance year. Professor Tetey remarked that he was pleased to invite speakers to Council to share their work, especially the work of students who had made a difference in the community.

a. Presentation- Service Delivery Improvement (SDI) Project¹

Kimberley Tull, Director, Community Development and Engagement introduced the SDI project, remarking that it was a partnership between the Toronto East Quadrant Local Immigration Partnership and UTSC which was funded by Immigration, Refugees, and Citizenship Canada (IRCC), with a goal to develop a database system to support Scarborough based newcomer, immigrant and refugee support agencies. David Fenton, Program Coordinator, Entrepreneurship and Work Integrated Learning, provided context to the SDI project, and welcomed three student presenters. Muhammad Ali Raza, Jia Xun Liu, and Qi Cui shared the various phases of the project, the project challenges and deliverables. A live demonstration of the database development environment was also provided. Fareeha Husain, Allan Ou, and Jaiqi Qian also contributed to the SDI project, however were not in attendance.

A member asked about the role of the IRCC. Presenters responded that the IRCC was a funder for the project.

A member asked the student presenters if they had a take away after working with community partners and members, data and service delivery. The students responded that the experience has motivated them to continue with meaningful work. Members and presenters discussed the responsibilities associated with the use of human data.

b. Presentation- Employment Equity Report²

Professor Tetey invited Cheryl Nobleza, Director, Human Resources Strategic Initiatives and Paul Nakonechny, HR Analytics Consultant, to share details of the 2017-18 Employment Equity Report. Ms Nobleza and Mr. Nakonechny discussed the purpose, focus and analysis of the employment equity survey, highlighting responses and analysis relevant to UTSC. They remarked on the UTSC response rate by employment group over the last two survey years (2017 vs 2018). The presenters also shared and discussed survey response data in the areas of Gender, Gender Identity, Sexual Orientation, Persons with Disabilities, Indigenous/Aboriginal Peoples of

¹ Presentation- Service Improvement Delivery Project

² Presentation- Employment Equity Report

North America, Racialized Persons/Persons of Colour and Ethnocultural identity. Ongoing and future work would aim to advance employment equity in all employee groups and positions, address the identified opportunities for improvement and to ensure sustained progress.

Members asked questions to clarify the survey categories and the data provided. Members also asked about next steps. Ms Nobleza responded that work was underway to collaborate with the upcoming 'Speaking Out' survey. Professor Tettey asked how students were surveyed for similar response data. Ms Nobleza responded that the Office of the Vice-Provost, Students is currently looking into developing a similar survey for students. Students who are employees were eligible to complete the University's employment equity survey however, historically, the response rate had been low.

c. Principal's Report³

Professor Tettey shared information about the Uniforum consortium. He remarked that Uniforum was an annual study about the distribution of employee activities across the University. This was the first year of data collection. Forty-nine institutions world-wide participated in Uniforum. The purpose of the annual study was to gather data, benchmark staff activities and operationalize excellence. Professor Tettey indicated that the survey data report would be available in the fall of 2019.

Professor Tettey provided a brief update on the *UTSC Strategic Plan*, sharing the various stages of meetings, consultation and activities of the working groups. He indicated that the Strategic Plan would be finalized in the fall and implemented thereafter. Professor Tettey reflected on his engagement with the UTSC and external communities, expressed his gratitude for the warm welcome and support that he had received, and remarked that he looked forward to the next stages of the Strategic Plan. He thanked those who had contributed to the work on the Strategic Plan. Lastly, Professor Tettey expressed thanks to Rena Prashad, Governance Coordinator, UTSC, for her laudable service and support over the last couple of years. He presented her with a token of appreciation on behalf of Campus Council and the UTSC community.

3. Report of the Alternative Funding Sources Advisory Group⁴

The Chair welcomed Brian Lawson, Governing Council member and Co-Chair of the Alternative Funding Sources Advisory Group (AFSAG) and invited him to present on the AFSAG Report. The presentation addressed the following topics: Overview, process, guiding principles, pre-existing conditions and several of the working group's recommendations. The presentation summary noted the University's opportunity to build on core strengths to generate new revenue sources or expand on existing revenue sources in new and diversified ways; the consideration of actions that were not directly revenue-generating, yet essential to building a strong foundation for future new or expanded revenues; and that the University was already highly successful in developing initiatives that generated revenues in non-traditional ways. The presentation

³ Presentation- Principal's Report

⁴ Presentation- Alternative Funding Sources Advisory Group

highlighted several of the Report's recommendations, including a recommendation to expand on learning opportunities, and to expand on the University's 'Four Corners' real estate strategy.

A member asked about the role of the 'centre' in the Report's recommendations. Mr. Lawson responded that with such a large decentralized institution, having a strong core was critical to support divisional collaborations and to have flexibility to fund revenue generating activities.

A member asked why the ethical parameters for seeking alternative sources of funding were not provided in the report. Mr. Lawson responded that the report laid out the guiding principles, which spoke to the University's core mission and values, as well as recognition of the importance of protecting the University's reputation, and so ethical parameters were not further enunciated, as it was agreed by the Committee these were implicit with the University's mission and values.

A member asked about risks related to real estate expenditures, given fluctuations in the real estate market. Mr. Lawson responded that the plan was developed with a long-term view to reduce risks.

4. Report of the Previous Meeting

The report of the previous meeting was approved.

5. Business Arising from the Report of the Previous Meeting

There was no business arising from the report of the previous meeting.

6. Reports for Information

Members received the following reports for information:

- a) Report Number 36 of the UTSC Agenda Committee (May 15, 2019)
- b) Report Number 37 of the UTSC Academic Affairs Committee (May 2, 2019)
- a) Report Number 33 of the UTSC Campus Affairs Committee (May 6, 2019)

7. Date of the Next Meeting- Monday, June 10, 2019 at 4:10 p.m.

The Chair advised members that the June meeting was held as a reserve date, and was likely to be cancelled. He further advised that the Council would reconvene in September 2019.

8. Question Period

No questions were raised.

9. Other Business

The Chair invited Professor Khoo, Chair of the UTSC Academic Affairs Committee (AAC) and Brian Harrington, Chair of the UTSC Campus Affairs Committee (CAC) to share highlights on the Committee's work during the past governance year.

Professor Harrington reported that the CAC saw proposals to close the Centre for Public Management, revisions to the *Policy on Crisis and Routine Emergency Preparedness and Response*, and also several annual items. Professor Harrington shared that while deliberations on the Operating Plans, Student Affairs and Services item was challenging, the Committee provided generous insight, comments and questions, with particular attention to costs and the communication of campus services to students. He thanked the Committee.

Professor Khoo reported that the final meeting of the AAC was scheduled for May 29 where the Committee would consider a new Certificate. She reported that the AAC had approved several major and minor curricular modifications including a Certificate in Biological Sciences Research Excellence, 28 Combined Degree Programs, and a free-standing Minor in Bio-Medical Ethics. She remarked that members had provided insightful comments and questions, often speaking to equity and access and the overall student experience. She thanked the Committee and remarked that she looked forward to continuing her role as Chair, in the upcoming year. Both Chairs offered sincere gratitude to their Committee members, Assessors and the Secretariat staff.

The Chair remarked that while there was not a large number of items for consideration, the Campus Council heard from many voices across the UTSC Community. Ongoing updates were also received on several important initiatives, such as research development, the University Budget Review and the development of the *UTSC Strategic Plan* under the leadership of Professor Tettey. He commented that presentations drawn from our university community provide context and insight, and support Campus Council members in their work to deliver valuable advice and oversight to our administrators as they bring matters of importance forward to this body. He also commented that UTSC welcomed Professor Wisdom Tettey as Principal and Vice President in 2018 and thanked him for his dedication to UTSC and to the service of governance.

He thanked the Vice-Chair, Assessors, outgoing Campus Council members, IITS staff and the Secretariat staff for their contributions and commitment to the work of the Council. To conclude, he reminded members that they would receive an evaluation survey from the Secretariat staff, and encouraged members to complete the survey and share their feedback.

Ms Emma Thacker, Assistant Secretary to Governing Council, recognized Paul Kingston for his dedicated service, leadership and contributions as Campus Council Chair, 2016-2019. A chair was presented to him as a token of appreciation. The Chair thanked Council members and the Office of the Governing Council.

The Council moved *in camera*.

IN-CAMERA SESSION

10. Appointments: 2019-20 UTSC Campus Council Standing Committee Assignments

On motion duly made, seconded, and carried,

YOUR COUNCIL APPROVED,

THAT the identified UTSC Campus Council members be appointed to serve on the standing committees and in related leadership roles, as recommended by the UTSC Nominating Committee, and as specified in the documentation dated May 21, 2019, be approved for one-year terms, effective July 1, 2019.

The Council returned to open session.

The Chair thanked members for their attendance and participation in the Council meeting.

The meeting adjourned at 6:15 p.m.

Secretary

Chair

June 3, 2019

Service Delivery Improvement (SDI) Project



MANAGEMENT
Experience to Lead

The
BRIDGE
Business - Research - Innovation

Background: The Stakeholders

Toronto East Quadrant Local Immigration Partnership (TEQ – LIP):

- TEQ-LIP is a group of over 40 governmental and non-governmental service providers dedicated to the planning and development of settlement services for newcomers in the Toronto East Quadrant geography, or Scarborough.
- TEQ – LIP's VISION: *"Organizations and stakeholders across Scarborough are working together to build strong, inclusive and welcoming communities supporting newcomers' settlement success by fostering collaboration, partnerships and equitable participation of all members."*

The
BRIDGE
Business - Research - Innovation

Background: The Stakeholders

The BRIDGE, Department of Management and Department of Computer and Mathematical Science:

- The BRIDGE is a multi-purpose academic space that spans teaching, study, research, and experiential learning for business, finance, and entrepreneurship. It is a partnership between UTSC's Management department and the UTSC Library.
- Our Mission:
 - *Create outstanding experiential learning opportunities for students*
 - *Engage in deep and meaningful collaboration with faculty*
 - *Effectively integrate professional and academic skills into academic courses*
 - *Collect high-quality digital and print resources*

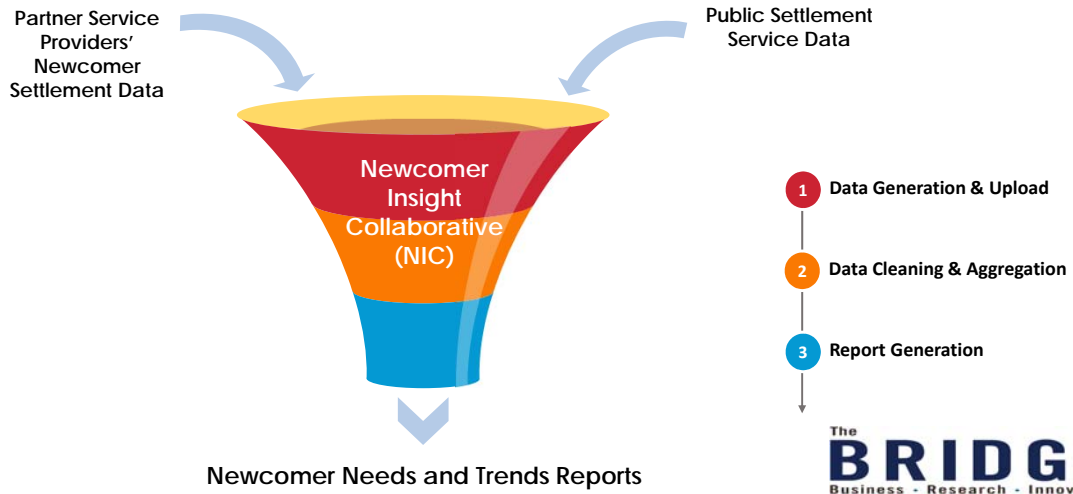


Project Support Team

Dan Bist	(External Consultant)
Dave Fenton	(Entrepreneurship & WIL Program Coordinator)
Prof. William (Bill) McConkey	(Assistant Professor, Teaching Stream)
Prof. Thierry Sans	(Assistant Professor, Teaching Stream)
Prof. Andre Cire	(Assistant Professor, Research Stream)



Background: About the SDI Project (NIC)



Phase 1 Planning Stage Acceleration Web



Project Scope Development

Acceleration Web

- Hired 2 Management Co-op Student Consultants to Collect Requirements from TEQ/ LIP
 - Created a System Requirements Document
 - Presented to the software design team
 - Held office hours to support the clients interests
- Collaboration with CSCC01 (Introduction to Software Engineering):
 - 30 Teams of 5 Students Per Team
 - Generated 151 Work-Integrated Learning (WIL) Opportunities
 - Prototype of NIC Platform User-Interface Created
- Capacity Building Workshops Hosted by UTSC Faculty for TEQ-LIP:
 - Workshop By Prof. Bill McConkey *"Introduction To Data-Analytics"*
 - Workshop By Andre Cire *"Operational Applications of Data-Analytics"*



Project Scope Development

Acceleration Web

WIL Type	Program	WIL Opportunities in 2018/2019
Curricular	Management	20
Curricular	CMS	150
Co-op	Management	6
Co-op	CMS	4
Co-Curricular	CMS	4
Research Assistant	PhD	1



SDI Project Co-op Team

Muhammad Ali Raza	<i>(Management Consultant)</i>	2 nd Year Student at UTSC, Co-op Management
Allan Ou	<i>(Management Consultant)</i>	2 nd Year Student at UTSC, Co-op Management
Joe Liu	<i>(Full Stack Developer – Front End)</i>	3 rd Year Student at UTSC, Co-op CompSci
Qi Cui	<i>(Full Stack Developer – Back End)</i>	4 th Year Student at UTSC, Co-op CompSci

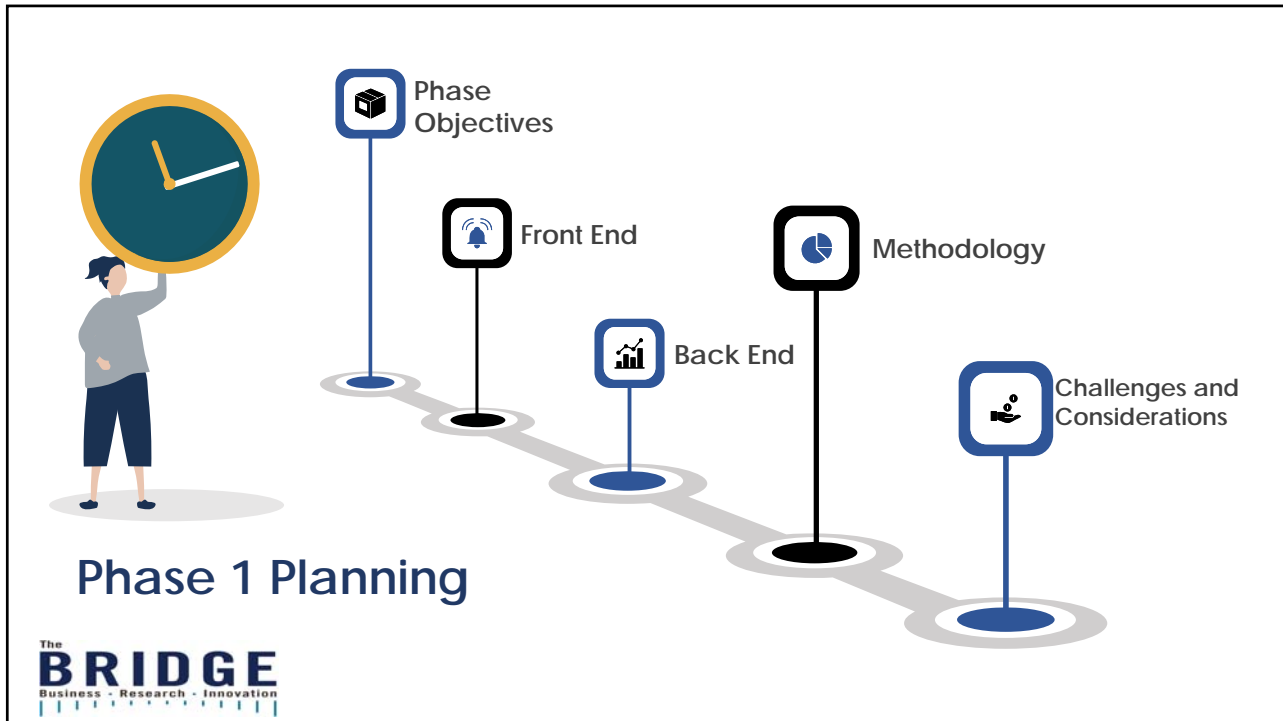


Project Scope Development

Phase 1 (Development Phase) - 5 *Operational Stages*

- Requirements Stage
- Design Stage
- Build Stage
- Testing Stage
- Presentation Stage





Requirements Stage

- Objective: Define Project Timeframe And Project Deliverables To Create Project Plan
- Timeframe: January 7th – April 15th

SDI Project Feb 7-20

The Gantt chart shows the following tasks and their durations:

- REQUIREMENTS**: Feb 7 - Mar 16
- Input Template Schemas**: Feb 14 - Mar 23
- Target Browsers and Operating Systems**: Feb 21 - Mar 30
- Account Suspension**: Feb 28 - Mar 27
- REPORTS**: Mar 6 - Mar 25
- Data/Calculations**: Mar 13 - Mar 22
- Filters/Layouts**: Mar 20 - Mar 29
- Finalize Requirements Document**: Mar 27 - Apr 5

The image shows a stack of project documents. The top document is titled 'Year 1 Deliverables List' and lists various deliverables such as 'File Data Dictionary (Requirements)', 'Input Template Schemas', 'Target Browsers and Operating Systems', 'Account Suspension', 'Data/Calculations', 'Filters/Layouts', and 'Finalize Requirements Document'. Another document visible is titled 'Data Dictionary & Layout'.

REQUIREMENTS N/A

- account registration
- input template schemes
- Reports
- Query/Save/Save
- ADDA compliance (P.O.S. Sec)

finalized requirements N/A
Requirements P.O.

add 25% to estimated est. for implement

Task	prep	code	test 1	test 2	integrate	check in
Frontend J	0.25	0.5	0	0.25	0.25	
Login (forgot Pwd)	0.5	2 (1)	0.5	0.25	0.25	
Logout	0.5	2	0.5	0.25	0.25	
Upload	0.5	1	0.25	0.25		
Query/Save	0.5	2	0.5	0.25	0.25	
Report Layout	0.5	10	3	1	0.25	0.25
User Mgmt	0.5	7	2.5	1	0.25	0.25
Logic/API	0.5	2	0.5	0.25	0.25	1
API (stubs)						
Dashboard						
Upload						
Validation	0.5	4	1	0.5	0.5	
write to DB	0.5	2	0.5	0.25	0.25	
Generate rpt data	0.5	2	0.5	0.25	0.25	
Query assembly	0.5	4	1	0.5	0.5	
Report data/query/codes	0.5	6	2	1	1	
User Mgmt	0.5	4	1	0.5	0.5	

Assume using Rpt Logic

DESIGN

- Data Model J/Q
- Login J/Q
- Security J/Q/P
- Upload J/Q
- Query/Save J/Q
- Show Rpt J/Q
- User Mgmt J/Q
- Layout J/Q
- Dashboard J/Q

mostly front end

cache and imp of client (for dashboard) (with)

RESEARCH

- Tableau/Power BI integration

TESTING

[50% of dev time, includes fix/retest time]

Code Review Issues I/Q

Testing M/A

Confirmation testing M/A

PRESENTATION

OS by - deploy to env (?) Q

OS by - release script/agenda of demo

OS by - meet w/ Hqpt

OS by - present to client (~2.0)

Team

- 1.00 - deployment - effort
- 2.00 - plan input
- 3.00 - db server (C)

data imp

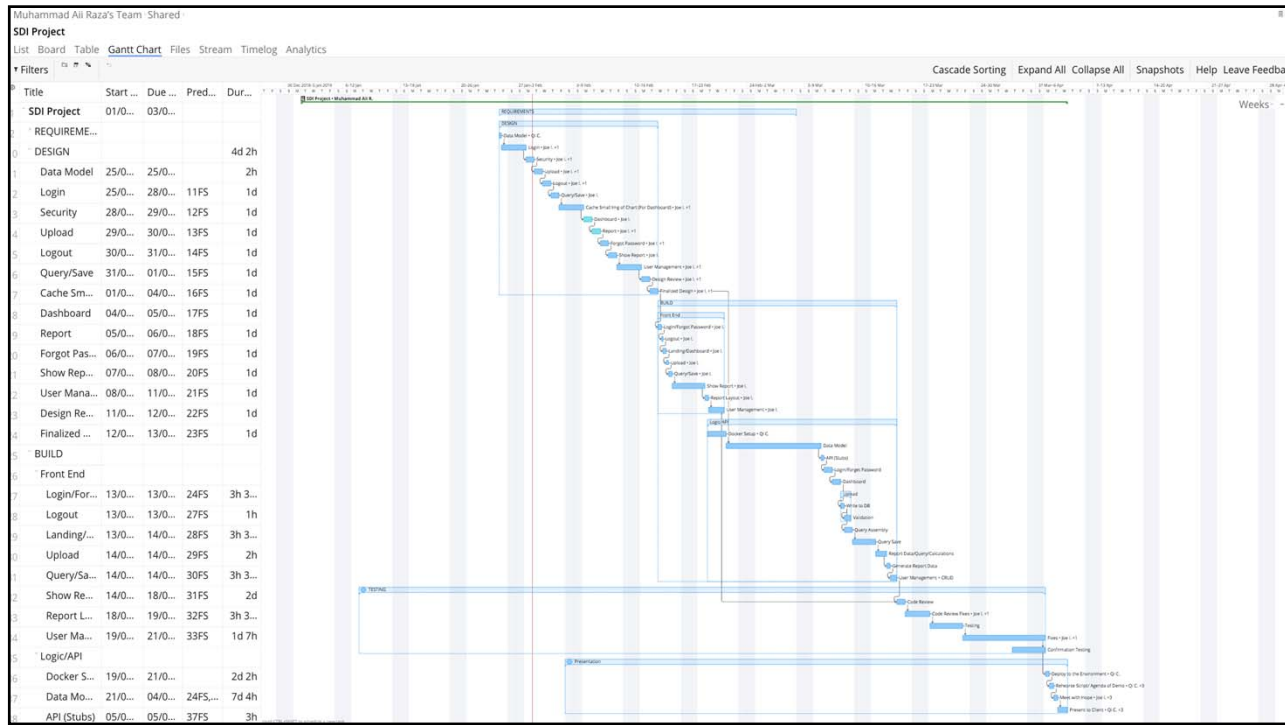
- 1.0 - Reports
- 2.0 - Platform requirements
- 3.0 - device
- 4.0 - browser

Platform requirements

- what browser used by Teqult + agent?
- all use excel?
- Windows?
- Why u/ clients root w/2 @/3/4/5/6/7/8/9/10/11/12/13/14/15/16/17/18/19/20/21/22/23/24/25/26/27/28/29/30/31/32/33/34/35/36/37/38/39/40/41/42/43/44/45/46/47/48/49/50/51/52/53/54/55/56/57/58/59/60/61/62/63/64/65/66/67/68/69/70/71/72/73/74/75/76/77/78/79/80/81/82/83/84/85/86/87/88/89/90/91/92/93/94/95/96/97/98/99/100?
- Forgot Pwd/suspend account functionality?

MORE LIST:

- what browser used by Teqult + agent?
- all use excel?
- Windows?
- Why u/ clients root w/2 @/3/4/5/6/7/8/9/10/11/12/13/14/15/16/17/18/19/20/21/22/23/24/25/26/27/28/29/30/31/32/33/34/35/36/37/38/39/40/41/42/43/44/45/46/47/48/49/50/51/52/53/54/55/56/57/58/59/60/61/62/63/64/65/66/67/68/69/70/71/72/73/74/75/76/77/78/79/80/81/82/83/84/85/86/87/88/89/90/91/92/93/94/95/96/97/98/99/100?
- Forgot Pwd/suspend account functionality?

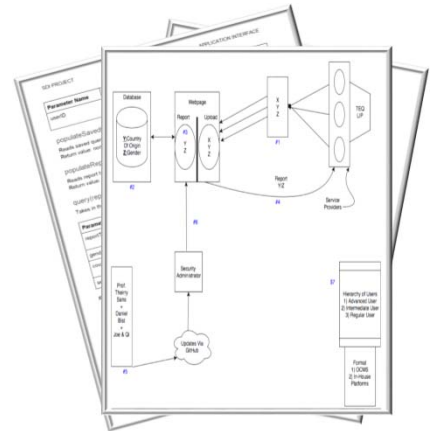
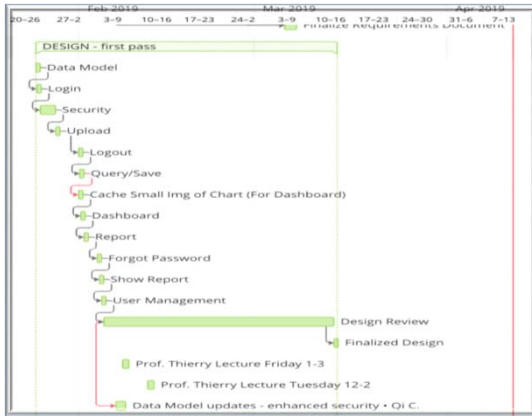


Design Stage

Objectives: Outline the hierarchy of users and features of the end product

Timeframe: January 14th – February 8th

Tools: Microsoft Teams



Processes:

- 1 - Login/Authentication
- 2 - View/Manage Dashboard
- 3 - Run Report
- 4 - Export Report
- 5 - Save Query
- 6 - Upload/Repair Data
- 7 - Logout
- 8 - Manage Users
- 9 - Forgot Pwd

Dashboard: leverage Top 6 design

Q15 review Top 6 code + generate question lists (one for each team)

M/A confirm "Forgot Pwd" w/ H/pe

M/A can iCase file be generated >1 time from OOMS?

DATA UPLOAD

SDI PROCESS FLOW - AGENCY 20190111

Non-functional requirements:

- mobile device req'ts?
- Inactivity/open session timeouts
- < 5 sec response time for all pages
- consistent styles across pages
- contact info visible/accessible from all pages

INTERFACE: (A)

LOGIN

Service Delivery Improvement
 Login
 not yet
 Forgot Pwd (Login)
 For assistance, contact...

FORGOT PWD

SDI Help
 TBC

DATA UPLOAD

SDI Help
 Upload File
 "drag/drop" / click to select
 File Type
 Upload
 Login
 Logout
 "iCase"
 "Validated" feedback
 "disable" button
 success msg

(A) Admin:

```

        graph TD
            Login --> Success{Success?}
            Success -- Y --> DataUpload[Data Upload]
            Success -- N --> FailureMsg[Failure Msg]
            FailureMsg --> ForgotPwd[Forgot Pwd]
            DataUpload --> Success2{Success}
            Success2 --> RepairData[Repair Data]
            RepairData --> Success2
            Success2 --> Logout[Logout]
            Logout --> END((END))
    
```

(B) TEALIP:

```

        graph TD
            Login --> Success{Success}
            Success -- Y --> ViewDashboard[View Dashboard]
            Success -- N --> FailureMsg[Failure Msg]
            FailureMsg --> ForgotPwd[Forgot Pwd]
            ViewDashboard --> RunReport[Run Report]
            ViewDashboard --> Logout[Logout]
            RunReport --> SaveQuery[Save Query]
            RunReport --> ExportReport[Export Report]
            SaveQuery -.-> ViewDashboard
            ExportReport -.-> ViewDashboard
            Logout --> END((END))
    
```

(C) Security Admin:

```

        graph TD
            Login --> Success{Success}
            Success -- Y --> ManageUsers[Manage Users]
            Success -- N --> FailureMsg[Failure Msg]
            ManageUsers --> Logout[Logout]
    
```

ASSUMPTION: Error msging via popup (non-modal), clears on redirect)

ASSUMPTION: Success msging via popup (non-modal), clears on redirect)

Build Stage

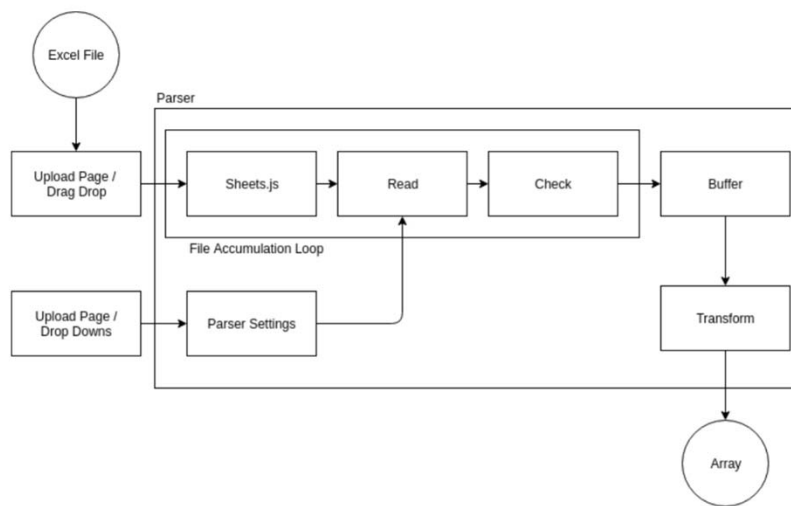
Objectives: Write the code to build a platform with a frontend, backend, and a database as outlined in the Design Stage

Timeframe: February 13th – Ongoing

Design Stage Tasks: Docker Setup, Login/Logout, Upload, User Management, and Database



Build Stage



Build Stage Challenges and Considerations



Initially planned to build charts & graphs from scratch for data visualization.

Frontend - Joe



Utilized Metabase for data visualization due to the excessive time and effort required to build core features from scratch.



Convert the development environment HTTP to HTTPS for the live production environment

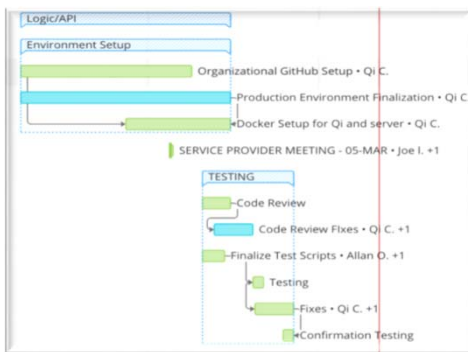
Backend - Qi



Used the host machine to store the certificates as a temporary measure rather than putting them in the Docker container. NGINX will handle all the network traffic in the future.

Testing Stage

- Objective: Test the platform to ensure that the processes functioned as intended and that the end user experience was consistent with the vision outlined in the Requirements Documentation.
- 2 Rounds of Testing Sessions
- Timeframe: 2 Weeks (March 15th – March 28th)
- Test Cases Scenarios Documentation: Expected results And Success Criteria Outlined



Testing Stage

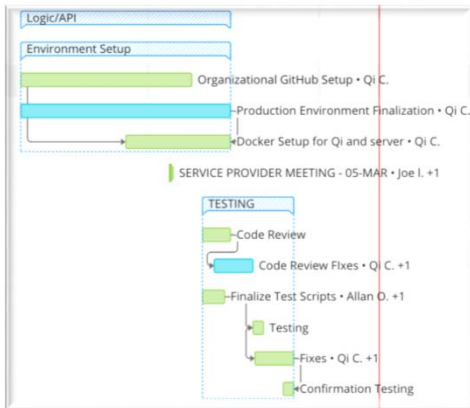
Test Cases Scenarios Documentation

Test Case #	Process Step	Expected Result	Pass/Fail Round 1	Refinise # Round 1	Pass/Fail (Round 2)	Refinise # (Round 2)			
100	Type in a correct user name and password. Press the LOG IN button.	User is taken to upload page	Pass		Pass			Round 1 Regular User Pass/Fail % Fail 27.3% Pass 72.7%	Round 2 Regular User Pass/Fail % Fail 27.3% Pass 72.7%
101	Type in an invalid user name and password. Press the LOG IN button	A failure message will be displayed stating that either the username or password is incorrect. After 5 attempts a message will appear stating that your account has been deactivated!	Pass		Pass			Round 1 Intermediate User Pass/Fail % Fail 28.6% Pass 71.4%	Round 2 Intermediate User Pass/Fail % Fail 8.3% Pass 91.7%
102	Clicking on the FAQ button	User is taken to a page where they will be able to view the FAQs	Fail	Bug #9	Pass				
103 (a)	Clicking on the FORGOT PASSWORD button	User will be taken to the Forgot Password Page	Pass		Pass				
103 (b)	Click on the CONFIRM BUTTON to Deactivate Account	Account will be temporarily disabled. A notification will be sent to the SA and Hope to help them reset the password	Fail	Bug #6, Feature #4, Feature #29	Fail	Bug #64			
104	Starting State	When first viewing the screen, the Template and File Type lists are populated	Pass		Pass				
105	Upload OCMS Demographic files Select Template = OCMS Select File Type = Demographic Select Country of Origin Select Gender Press VALIDATE FILE	Success messages appears in message box after Validate File for Demographic, and user is shown a preview of anonymized data	Pass	Feature #42	Pass			Round 1 Advanced User Pass/Fail % Fail 60.0% Pass 40.0%	Round 2 Advanced User Pass/Fail % Fail 16.4% Pass 83.6%
106	Upload OCMS demographic files Press ADD THIS FILE	Success message shows in message box after Add This File, plus file names are shown in "Files to Upload" box	Pass		Pass			Round 1 Aggregate Pass/Fail % Fail 59.4% Pass 40.6%	Round 2 Aggregate Pass/Fail % Fail 12.3% Pass 87.7%
107	Upload OCMS Service file Select File Type = Service Select Service Type Press PREVIEW FILE	Success message appears in message box after Validate File for Services, and Preview of anonymized data is displayed	Pass		Pass				
108	Upload OCMS Service files Press ADD THIS FILE	Success message shows in message box after Add This File, plus file names are shown in "Files to Upload" box User moves back to Upload screen	Pass		Pass				
109	Upload OCMS Demographic and Service files Press UPLOAD ALL FILES TO THE SERVER button	Success message outlining number of rows processed shows in message box after Upload All Files to Server	Fail	Bug #49	Fail	Bug #68			

Presentation Stage

Objectives: Periodically update all internal and external stakeholders on progress to project plan

Timeframe: January 7th – April 30th



Scarborough Newcomer Needs & Trends Report

Questions From TEQ-LIP Service Providers

- Question 6a:
 - *"What new, tailored programs should organizations create to better meet the need of newcomers?"*



SDI Project Live Demo

Development Environment

Newcomer Insights Collaborative (NIC)

- Joe Liu *(Full Stack Developer - Frontend)*

Data Visualization Tool (Metabase)

- Qi Cui *(Full Stack Developer - Backend)*



Scarborough Newcomer Needs & Trends Report

Questions From TEQ-LIP Service Providers

- Question 6a:
 - *"What new, tailored programs should organizations create to better meet the need of newcomers?"*

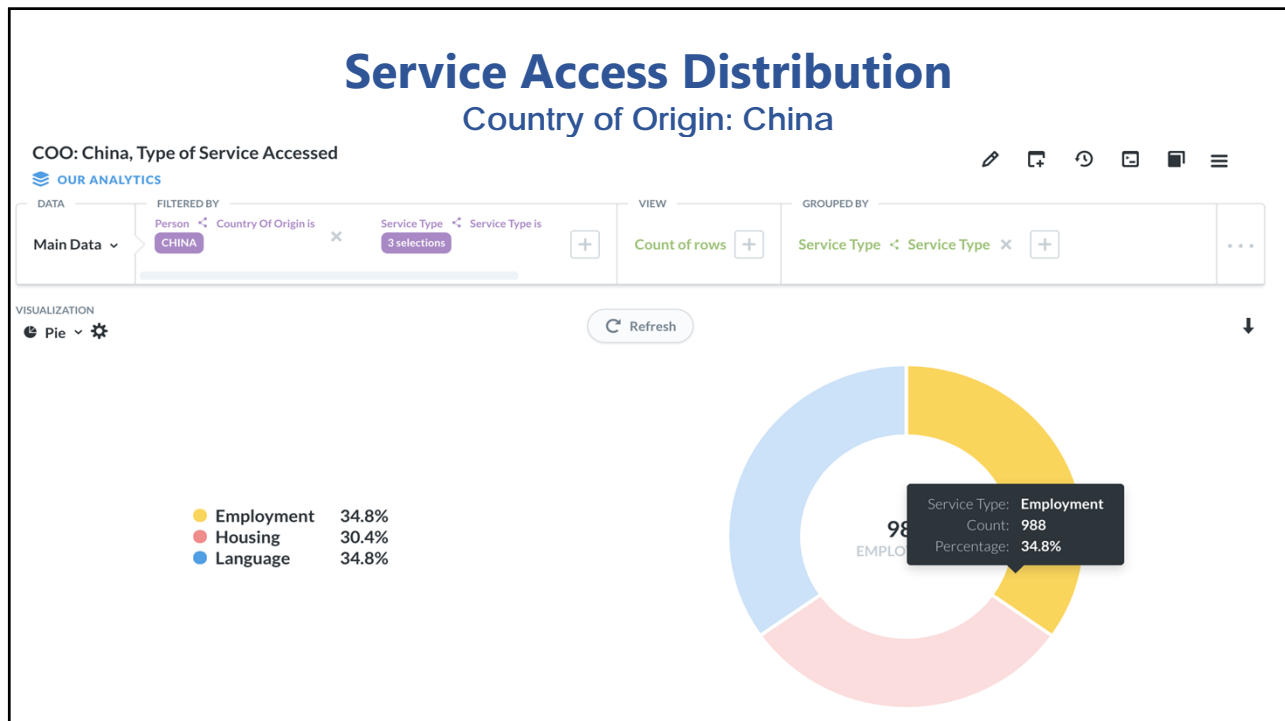
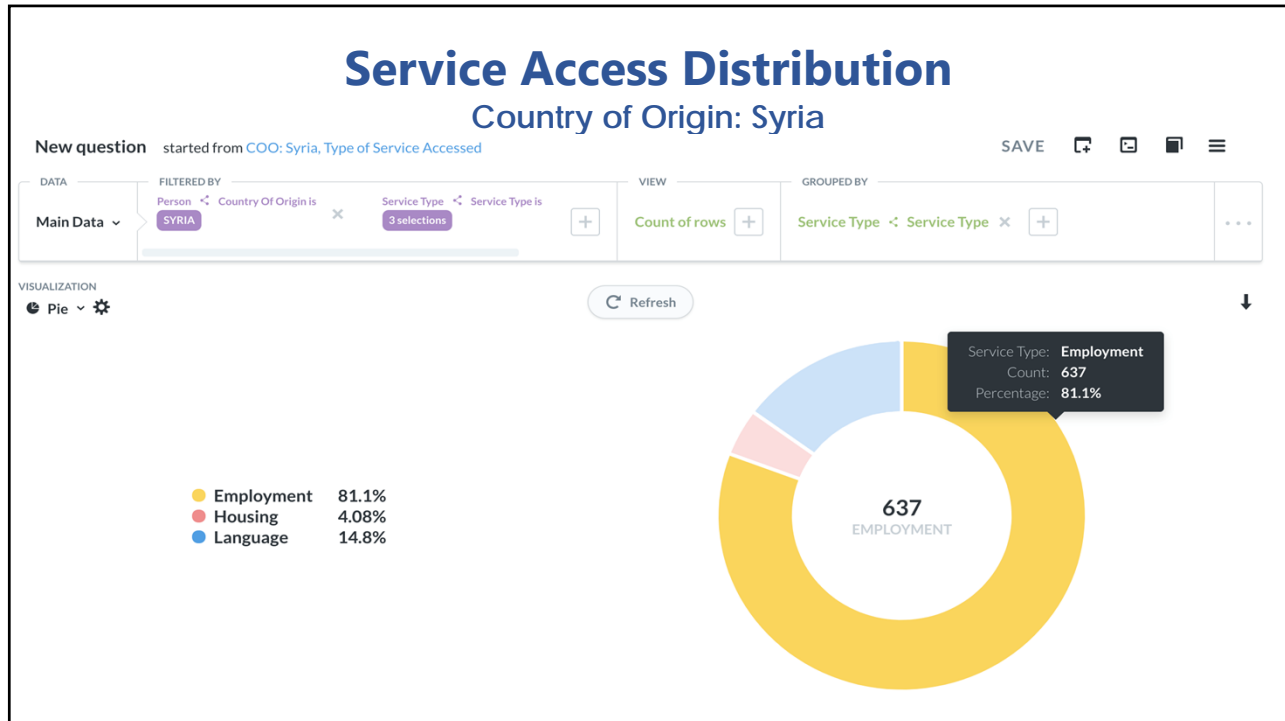


Scarborough Newcomer Needs & Trends Report

Hypothetical Example of Service Provider XYZ

- Settlement Service Provider XYZ
 - Provides the only following service types: Language, Employment, and Housing
 - Interested in the newcomers from Country of Origin: Syria
 - "Are there any trends and patterns related to how Syrian newcomers access the 3 services we provide?"
- Question 6a:
 - *"What new, tailored programs should organizations create to better meet the need of newcomers?"*





Scarborough Newcomer Needs & Trends Report

Operational Applications of NIC

- Suggested Policy Decisions:

- *Prioritize service delivery for Syrian newcomers in the following order (High - Low):*
 1. *Housing Services (4.08%)*
 2. *Language Services (14.8%)*
 3. *Employment Services (81.1%)*
- *Shift Arabic speaking staff away from Employment Service towards Language and Housing Services when dealing with newcomers of Syrian origin*



Scarborough Newcomer Needs & Trends Report

Research Applications of NIC

- Suggested Research Questions:

- Conduct (internal and external) research to identify reasons behind the given "Type of Service Access" distribution for Syrian newcomers:

Internal: "Lack of any resources specific for Syrian newcomers? Ex: Arabic speaking staff within Housing and Language departments?"

External: "Are there any cultural attitudes/beliefs common within newcomers of Syrian origin that explain this "Type of Service Access" distribution? Can we do anything about this?"



Phase 1 Project Deliverables Accomplishments

Phase 1 – Development Phase

- Development Environment Deployed
- Secure Production Environment Deployed
- Data Upload Sessions Ongoing
- 10 Partner Service Providers Onboard
- Phase 1 Data Fields Collected:
 - *Type of Service Accessed*
 - *Data of Service Accessed*
 - *Gender*
 - *Country of Origin*



Phase 1 Project Deliverables Accomplishments

Phase 1- "Type of Service Accessed" Data Collection

Settlement:

- *Support Services (childcare, transportation, interpretation, disability)*
- *Crisis counseling*
- *Needs assessments and settlement plans*
- *Information & orientation (settlement)*

Language:

- *Formal language training classes (Literacy, general, finding a job, citizenship focused)*
- a. *LINC*
- b. *ELT*
- c. *ESL (HARTs)*
- d. *Employment related*
- *Informal language training classes*

Employment:

- *Employment related services a. Employment counseling*
- b. *Preparation for licensure*
- c. *Networking*
- d. *Work placement*
- e. *Mentoring*

Community Connections:

- *Community Connections (Matching newcomers with established newcomers or Canadians, and community partnerships)*
- *Education related community connections (settlement workers in schools)*

Housing:

- *Housing*

Demographic of the Target Population:

- *Women*
- *Senior care*



Next Steps

Phase 2 and Phase 3

- Phase 2 Data Fields Focus (Identifiable and Non-identifiable):
 - *Age*
 - *Current Occupation*
 - *Previous Occupations*
 - *Formal Education Level*
 - *Marital Status*
 - *Income Level/Income Range*
 - *Postal Code*
 - *Languages (Including Proficiency Level)*
 - *Number of Dependents*



Personal Challenges and Development Areas

- **Muhammad:** Change of approach with TEQ-LIP Service Providers
- **Joe:** Presentation in professional settings
- **Qi:** Communication of highly technical details to non-technical audience



Thank You
Questions?





UNIVERSITY OF
TORONTO

HUMAN RESOURCES & EQUITY



Employment Equity

CHERILYN NOBLEZA, DIRECTOR, HR STRATEGIC INITIATIVES
PAUL NAKONECHNY, HR ANALYTICS CONSULTANT

MAY 28, 2019

2017 – 18 EMPLOYMENT EQUITY REPORT

The Report

Purpose

Used to inform recruitment, staffing and inclusion strategies that work to ensure the University is representative of its diverse community

Survey

- Snapshot of our community as at July 31, 2018
- Respondents may choose to answer all or select questions, select more than one answer, and update their information at any time

Focus

- Gender identity
- Sexual orientation
- Indigenous / Aboriginal status
- Disabilities (visible & invisible)
- Racialized / persons of colour status
- Ethnocultural identities

Analysis

- Workforce Analysis (our behaviour and evolving workforce)
- Representation Analysis (our community)
- Intersectional and overlapping identities (community insights)



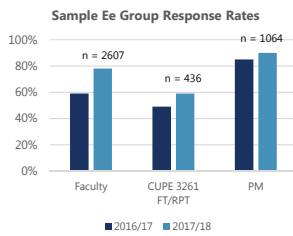
Response Rate

81%

response rate
An 11% increase from the previous reporting period

NEW
Ethnocultural Identity Delineation for Faculty & Librarians, and Staff

NEW
Analyses of Non-Binary Gender Identity, Sexual Orientation



Faculty and staff ethnocultural identity analyses separated



Representation and intersection of non-binary gender identity

Representation rate for sub-categories of sexual orientation

Snapshot of Our Community

Our work advancing equity, diversity and inclusion across all U of T campuses allows us to better understand, support, and grow our community.

STAFF

ASIAN
32%
(n = 1489)

BLACK
6%
(n = 288)

LATIN
4%
(n = 191)

MIDDLE EASTERN
3%
(n = 135)

WHITE
58%
(n = 2716)

FACULTY & LIBRARIANS

ASIAN
17%
(n = 344)

BLACK
2%
(n = 45)

LATIN
3%
(n = 65)

MIDDLE EASTERN
5%
(n = 91)

WHITE
76%
(n = 1500)

Respondents identifying with multiple ethnocultural identities are counted in each category.

Community Representation Summary

Everyone has a part to play in realizing the University's commitment to equity, diversity, and inclusion.

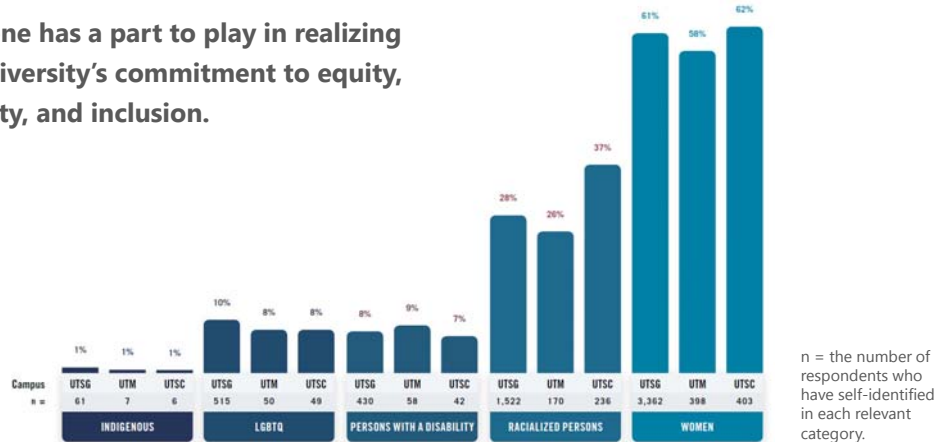
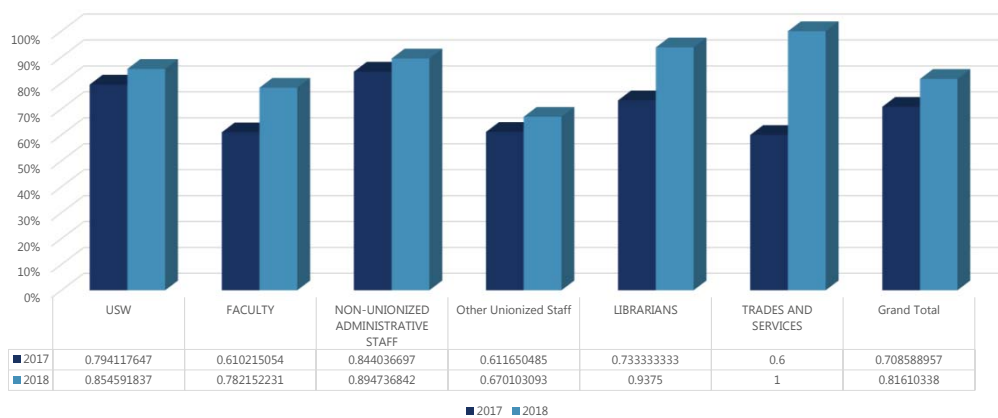


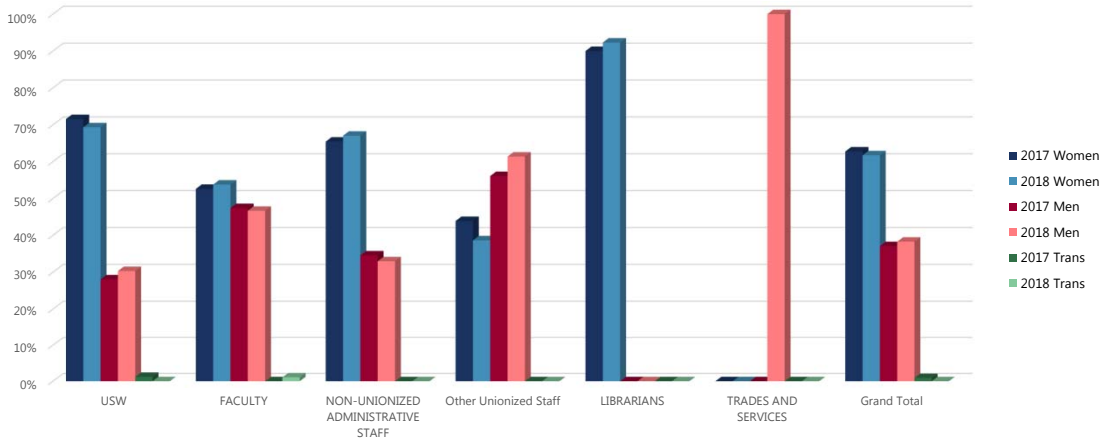
Figure 2: Tri-Campus Representation Rates - All Employees

n = the number of respondents who have self-identified in each relevant category.

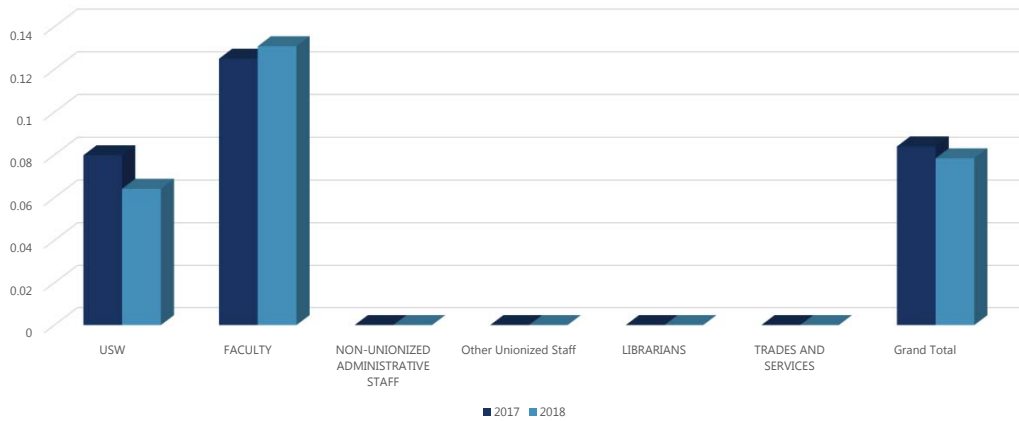
UTSC Response Rate by Ee Group (2017 vs 2018)



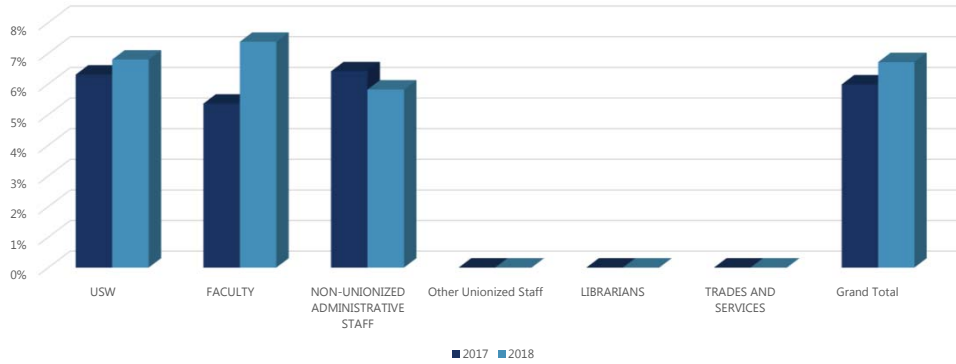
UTSC – Gender & Gender Identity by Ee Group (2017 vs 2018)



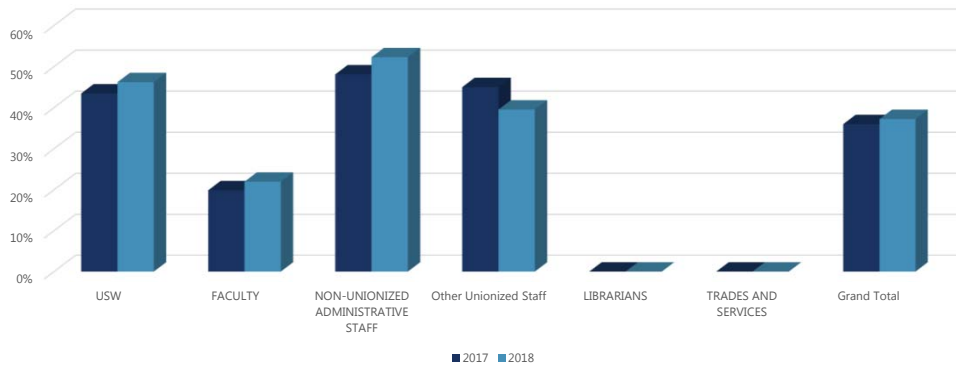
UTSC LGBTQ (2017 vs 2018)



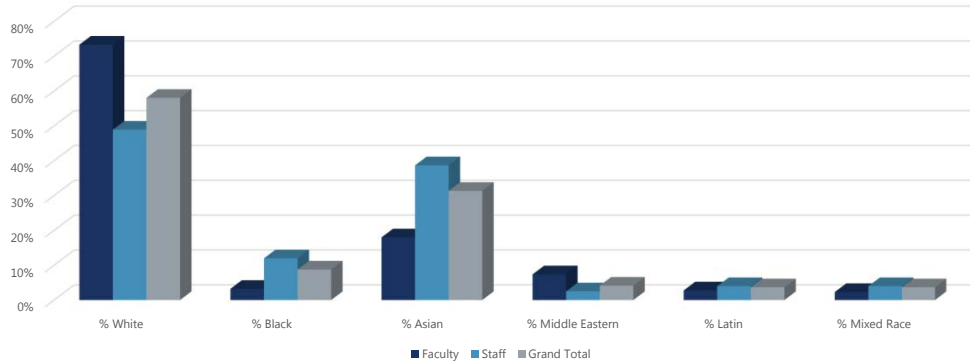
UTSC Persons with a Disability (2017 vs 2018)



UTSC PoC/Racialized Persons (2017 vs 2018)



UTSC – Ethnocultural Identity 2018



Steps Forward

Toward Integrated Equity, Diversity & Inclusion

We will continue to...

- Advance employment equity in all employee groups and positions
- Address the identified opportunities for improvement
- Ensure that our progress is sustained and strengthened



Campus Council
May 28, 2019
Report of Vice-President & Principal, Wisdom Tettey



- 1. UniForum Launch**
- 2. Strategic Plan Update & Next Steps**
- 3. A Year in Review**

UofT Launches Uniform

What is Uniform?

- An annual study
- Information on the distribution of activities
- Global benchmarking opportunity

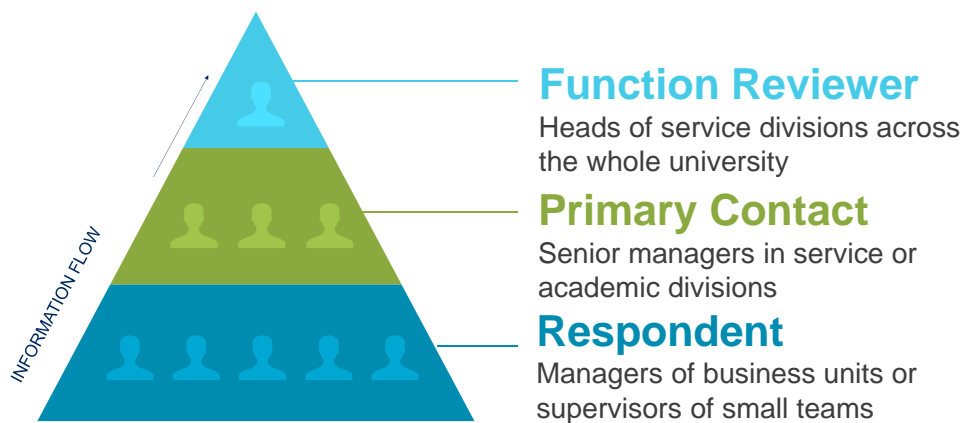
U of T is participating to:

- Gather data
- Benchmark our activities
- Operationalize excellence

49
participating
institutions

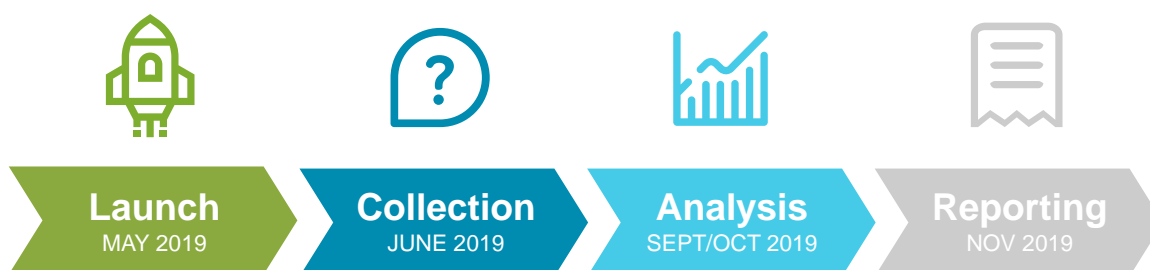


Data collection



All U of T staff providing support services including research associates, some senior administrators (including academics) and student employees are included in the process

Uniform Data Collection Period



Strategic Plan 2019

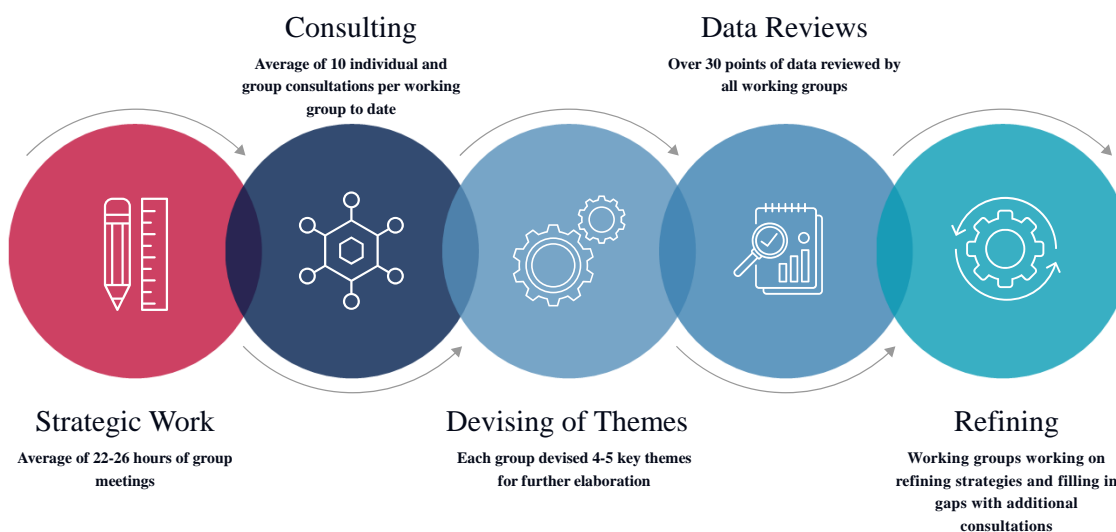
Inspiring Inclusive Excellence

Eight (8) Key Strategic Priorities

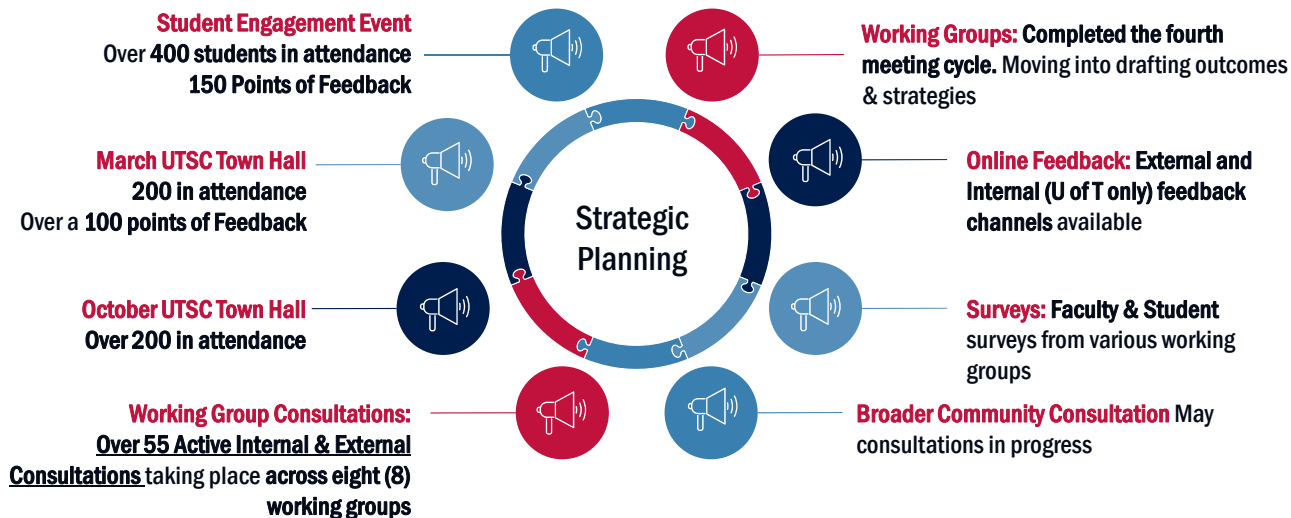
Each represented by a dedicated working group



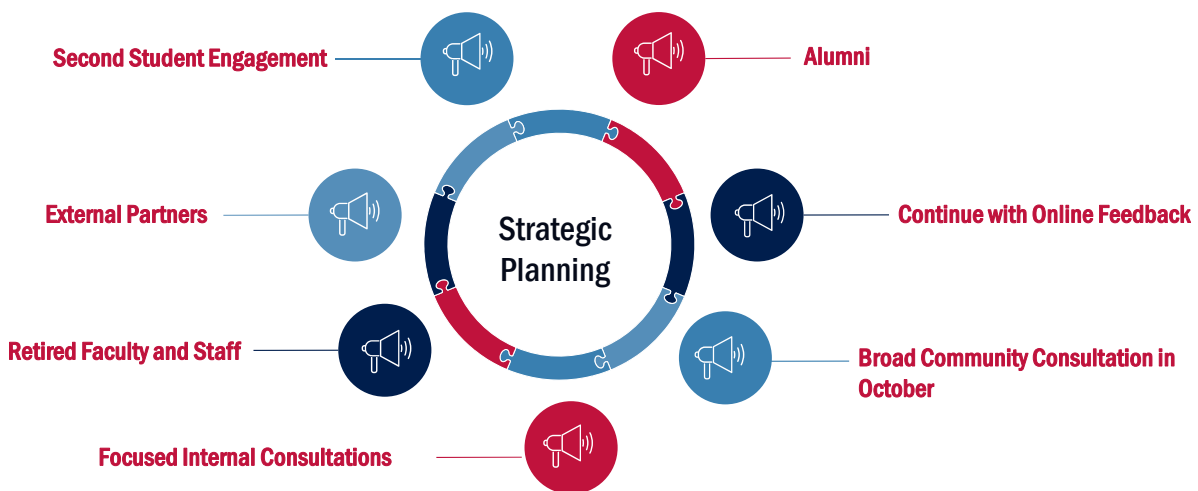
Working Group Process



Consultation to Date



Upcoming Consultations

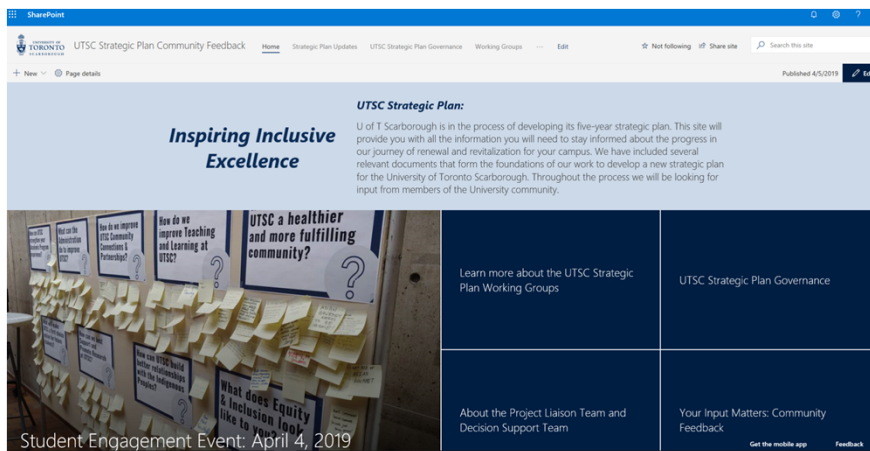


Progress to Date and Next Steps **Timeline**



Community Feedback

<https://utsc.utoronto.ca/principal/strategic-plan>



TA2 Extend this into the fall timeline

Tamara Adizes, 5/15/2019



A Year in Review

Alternative Funding Sources Advisory Group Report to the President and VP & Provost

UTSC CAMPUS COUNCIL
MAY 28, 2019



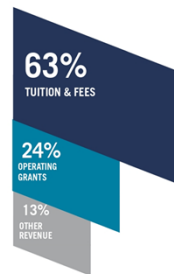
Context and process

- **AFS AG - one of 5 groups under Budget Model Review process**
- **Ensure the Budget Model continues to serve the University**
- **Other groups covered:**
 - **Strategic Mandate Agreement Implementation**
 - **Cost Efficiencies**
 - **Tri-Campus Budget Relationships**
 - **Inter-Divisional Teaching**



What does the report cover?

- **Recommends options for UofT to consider to generate new revenue sources or expand on existing revenue sources in new and diversified ways**
- **Considers how UofT might reduce reliance on traditional tuition, student fees and operating grants (total revenue in 2017-18 was \$3.4b of which \$2.6b is operating fund)**



The working group process

- **Sub-working groups each with specific focus:**
 - Real estate
 - Research, innovation and entrepreneurship
 - Teaching and learning
 - Partnerships and international
 - Financial
- **Consultation across University and with peer institutions**
- **Literature review and environmental scan**

Guiding principles

- 1. Support core mission & align with UofT's strategic vision**
- 2. Protect rights of academic freedom**
- 3. Uphold financial aid commitment**
- 4. Retain student-centered approach**
- 5. Be sustainable & generate net revenue in due time**

Foundations or “pre-existing conditions”

- 1. Leveraging U of T's reputation**
- 2. Building pipelines of actionable ideas**
- 3. Creating financial capacity and flexibility**
- 4. Creating physical capacity**
- 5. Aligning incentives**

Recommendations: Building on U of T's core strengths



Knowledge



Real estate & physical infrastructure



Financial resources



7

Recommendation 1: Expand learning opportunities

- **Respond to needs of learners at all stages and ages**
- **Intensify continuing education and skills upgrading offerings**
- **Engage deeply with industry and community**
- **Expand online offerings**
- **Build on areas of success at UofT: SCS, Engineering, Rotman, OISE, Medicine, Law ...**



8

Recommendations: Building on U of T's core strengths



Knowledge



Real estate & physical infrastructure



Financial resources



9

Recommendations 10 & 11: Endorse and expand Four Corners real estate strategy

- **Four Corners strategy focusses on spaces for:**
 - Housing for faculty, staff, and students
 - Promoting innovation and commercialization
 - Supporting civic engagement
- **Double bottom line goal:**
 - Facilitate amenity uses that support academic mission
 - Generate financial returns to direct toward operating fund → \$60M annually
- **Strategy could be expanded as a template for all space**



Recommendations: Building on U of T's Core Strengths



Knowledge



Real estate & physical infrastructure



Financial resources

Recommendation: Create financial capacity and flexibility

- **Report contains two specific recommendations around financial resources**
- **This review provides a catalyst to revisit the very successful budget mode with a view to optimizing the budget model to the benefit of everyone:**
 - **Role of the centre**
 - **Creating cross-divisional capacity**
 - **Putting reserves to work**



In Summary

- **UofT has enormous opportunity to build on our core strengths to generate new revenue sources or expand on existing revenue sources in new and diversified ways**
- **UofT should also consider actions that are not directly revenue-generating, yet essential to building a strong foundation for future new or expanded revenues**
- **UofT is already highly successful in developing initiatives that generate revenues in non-traditional ways – many initiatives across 3 campuses could be scaled up so that the “whole is greater than the sum of the parts”**

Questions and discussion