

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

**REPORT NUMBER 2 OF THE CAMPUS COUNCIL**

**December 10, 2013**

Professor William A. Gough, Chair  
Professor Franco Vaccarino, Vice-  
President & Principal

Ms Sara Allain

Mr. Preet Banerjee

Mr. Harvey Botting

Mr. Asher Chohan

Mr. Adrian De Leon

Professor Suzanne Erb

Ms Kathy Fellowes

Ms Sue Graham-Nutter

Mr. Roshan Gunapalasundaram

Dr. Brian Harrington

Mr. John Kapageridis

Dr. Elaine Khoo

Mr. R. Mark Krembil

Ms Marilyn Kwan

Ms Nancy Carolyn Lee

Mr. Hussain Masoom

Dr. Christopher Ollson

Professor Stephen Rockel

Dr. Effie Sauer

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:**

Mr. Luki Danukarjanto

Ms Alyssa Moses

**In attendance:**

Ms Lesley Lewis, Assistant Dean

Ms Helen Morissette, Director, Financial Services

Mr. Desmond Pouyat, Dean of Student Affairs

Ms Kim Richard, Director, Human Resources Services

Ms Georgette Zinaty, Executive Director, Development and Alumni Relations

Ms Sherri Thiele, Site Development and Fundraising, Let's Talk Science

Mr. Jacob Woldegabriel, Volunteer, Let's Talk Science

Ms Sarah Worku, President and CEO, Scarborough Students' Student Union

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

The Chair welcomed and thanked members and guests for attending the meeting. He welcomed and acknowledged Mr. Mark Krembil who participated in the meeting by teleconference, and reported that he would be the new Vice-Chair of the Council. The Chair also introduced Mr. Harvey Botting and indicated his role as a Community Member on the Council.

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

Professor Vaccarino began his report by introducing Ms Sherri Thiele and Mr. Jacob Woldegabriel from the Let's Talk Science program. Ms Thiele outlined the benefits of the program, which included: fostering partnerships within the GTA and rural Ontario, building youth interest in science, and providing UTSC students with volunteer opportunities. She reported that student volunteers were doing extremely well in their research areas, including winning prestigious awards. Ms Thiele emphasized that their two major challenges were branching out into the Humanities and Social Sciences, and funding. Mr. Woldegabriel provided the Council with a demonstration of the type of activity they would do in a classroom, which was DNA extraction from a banana. A member raised a question related to funding and asked whether the program had reached out to industry partners in the co-op programs. Ms Thiele responded that their primary supporters were the Office of the Vice-Principal, Research and The Centre for Teaching and Learning. Professor Rick Halpern, Dean and Vice-Principal (Academic), commented that he would like to help facilitate conversations with Chairs to build the Humanities into the Let's Talk Science program. Professor Vaccarino thanked Ms Thiele and Mr. Woldegabriel.

Returning to his report, Professor Vaccarino acknowledged the life of Nelson Mandela and reported that several UTSC faculty members had completed media interviews on the topic. He reported that on November 13, 2013 UTSC held the first of two Principal's Town Halls scheduled for 2013-14. He indicated that the turnout was encouraging with approximately 70 faculty and staff members present, and that a separate Town Hall was planned specifically for students in the New Year. The topics covered were submitted anonymously through an on-line forum and the themes that emerged included: capital projects, growth, internationalism, strategic planning, Pan Am, and general space issues. He also highlighted several UTSC events that included: Academic Awards Night 2013, Friends of UTSC Reception 2013, Fall Convocation, the upcoming 50<sup>th</sup> Anniversary of UTSC that was scheduled to launch in the spring of 2014, and the LIVE Competition. He congratulated the UofT Excellence through Innovation Awards recipients:

- Dallas Boyer and Cynthia Jairam-Persaud, Department of Art & Science Co-op Recognized for the Navigating the World of Work (NWOW) Program.
- Tracy Vandermeer, Department of Convocation & Student Records Degree Explorer Project.
- Laurie Wright, Fitness Program Coordinator, Athletics and Recreation Tri-campus initiative MoveU: Active Healthy Living at UofT.

Professor Vaccarino also congratulated Ms Amorell Saunders N'Daw, Director of Governance and Assistant Secretary of the Governing Council, on receiving her Master of Education Degree in Adult Education from the Ontario Institute in Studies in Education at the University of Toronto.

A member asked Professor Vaccarino if any community issues were raised at the Town Hall, and if public transit issues were discussed. Professor Vaccarino reported that a major community issue raised at the Town Hall was regarding student residences, and that public transit concerns were a top priority at UTSC. He explained that the public transit solution needed to be a functional solution, and that it was a complex issue between the campus, the City, and the broader GTA region.

### **3. Orientation to UTSC Strategic and Operations Planning**

The Chair invited Professor Vaccarino to introduce the item and the presenter, Mr. Andrew Arifuzzaman, Chief Administrative Officer. Mr. Arifuzzaman presented an overview of the UTSC Strategic and Operations Planning process. Mr. Arifuzzaman informed the Committee that Professor Vaccarino would be bringing forward the UTSC Strategic Plan at a future Campus Council meeting. The presentation included an overview of the strategic planning process, the budget process (including a description of the types of funds, and the fiscal and economic challenges), and a description of the scorecard (tracking mechanism to measure performance<sup>1</sup>).

Replying to a member's inquiry about the degree to which the University's central administration has influence over the UTSC Strategic Plan, Mr. Arifuzzaman indicated that senior administrators at UTSC consult with the leadership centrally and across the University on such issues. In response to a question, Mr. Arifuzzaman indicated that the next five year plan would be brought forward to the Council in March 2014. Following a member's comment on the purpose of the scorecard, Professor Vaccarino explained that the scorecard would be a metric to precisely evaluate if targets were being met. In response to a question from a member regarding how the economic landscape would affect the strategic plan, Professor Vaccarino commented that preparedness would help UTSC respond to downward economic pressures, which had been the experience when the first strategic plan was drafted in 2008.

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<sup>1</sup> See Presentation Attached

#### **4. An Overview of Alumni Relations and Development Planning**

The Chair invited Professor Vaccarino to introduce the item and the presenter, Ms. Georgette Zinaty, Executive Director of Development and Alumni Relations to provide an overview of alumni relations and development planning. Ms. Zinaty provided the Council with information regarding the alumni relations mission, the Boundless Campaign, the UTSC development priorities, and development plans for the future. She emphasized that UTSC had a goal of raising \$35 million for the Boundless Campaign, and she reported that the campus had reached the \$18.1 million mark<sup>2</sup>.

In response to a question from a member, Ms. Zinaty indicated that \$8.1 million had been from corporations, foundations and organizations, and that the remainder was from alumni and friends. A member asked if there were any major gifts that could be disclosed to the Council, and Ms. Zinaty provided information about four major gifts over \$1 million, and several over \$25,000. In response to a request for clarification on the meaning of the term “building a culture of giving,” Ms. Zinaty explained that engaging alumni to strengthen their affinity with their alma mater is an important part of encouraging them to give back.

#### **CONSENT AGENDA**

The Chair reported that a member had raised a question to be addressed under agenda item number 6, Business Arising from the Report of the Previous Meeting, and that the item was removed from the Consent Agenda.

- 5. Report of the Previous Meeting** (*for approval*)
- 7. Reports for Information**
- 8. Date of the Next Meeting - Wednesday, February 5, 2014**

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

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

The Chair reminded members that the next scheduled meeting of the Council was on Wednesday, February 5, 2014 at 4:00 p.m.

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

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<sup>2</sup> See Presentation Attached

A member commented specifically on the Proposal to Establish the Centre for Planetary Sciences as an Extra Departmental Unit (EDU: C) and the lack of financial documentation included in the proposal. The Chair explained that the role of the Campus Council was to approve the creation of the Centre for Planetary Sciences as an entity, and that it did not have oversight of any related budget matters. He indicated that the Dean had responsibility for the financial implications of the Centre, and that it did not require governance approval.

**9. Other Business**

No other business was raised.

**10. Question Period**

There were no questions raised.

The meeting adjourned at 5:50 p.m.

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Secretary

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Chair



# Campus Council UTSC Strategic Planning and Operations Planning

Dec 10 2013

**Strategic planning** - process of clearly defining priorities and directions to assist in making decisions on allocating resources (monetary, HR, facilities, etc.) to support these priorities

Or – “Knowing what we know today, what would we like to look like tomorrow and what do we have to do to get there?”



If we know what we want to become-it will be easier to bring others along with us  
(including, Student, Staff, Faculty, Community)

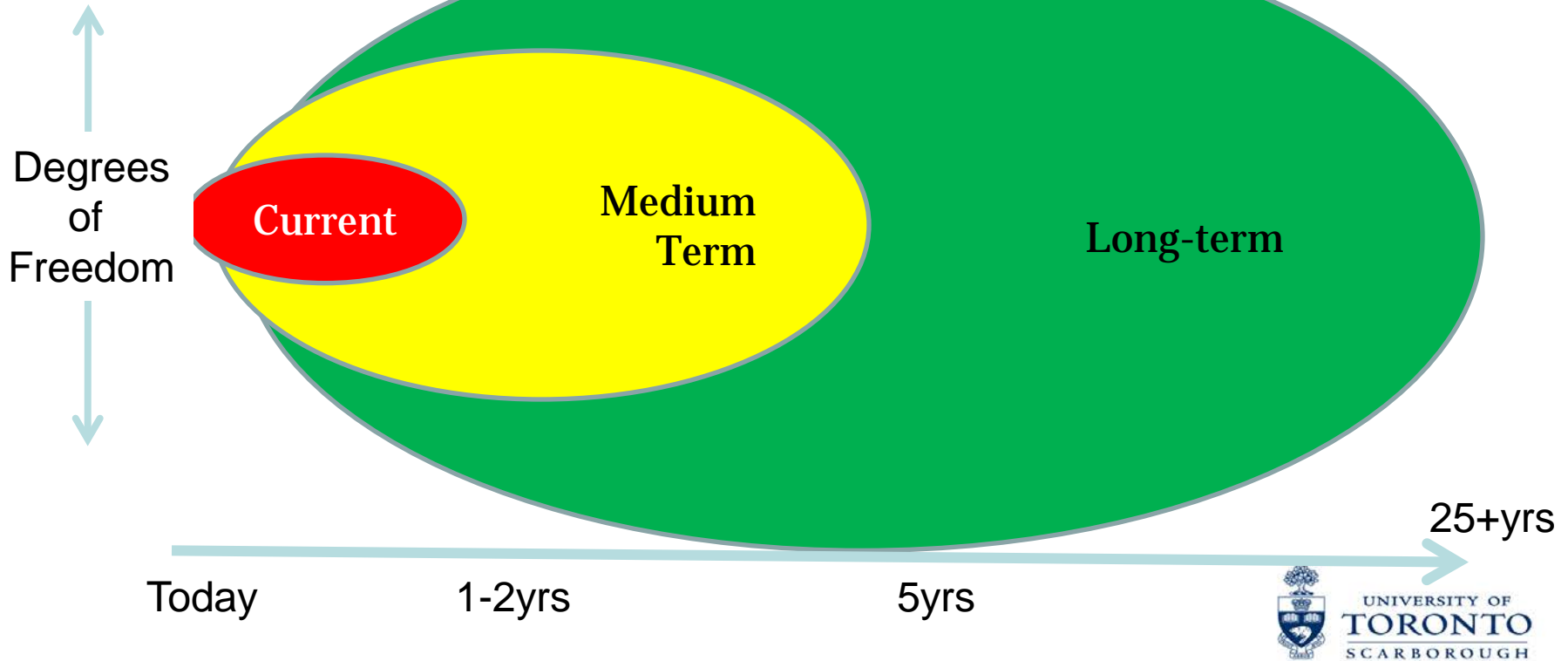
Greater opportunity to leverage funding, partnerships and identity

Most importantly---

**Let us be masters of our own destiny!!!**

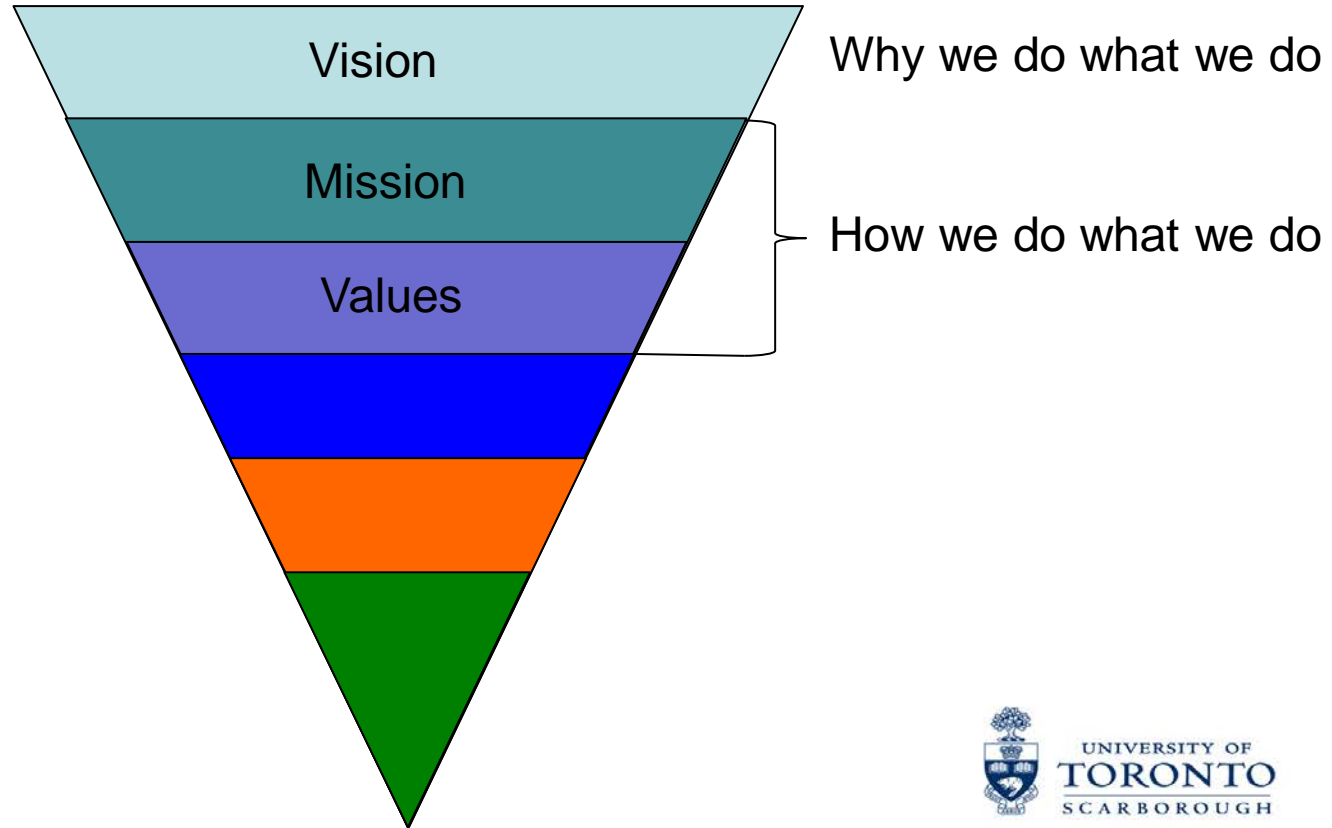


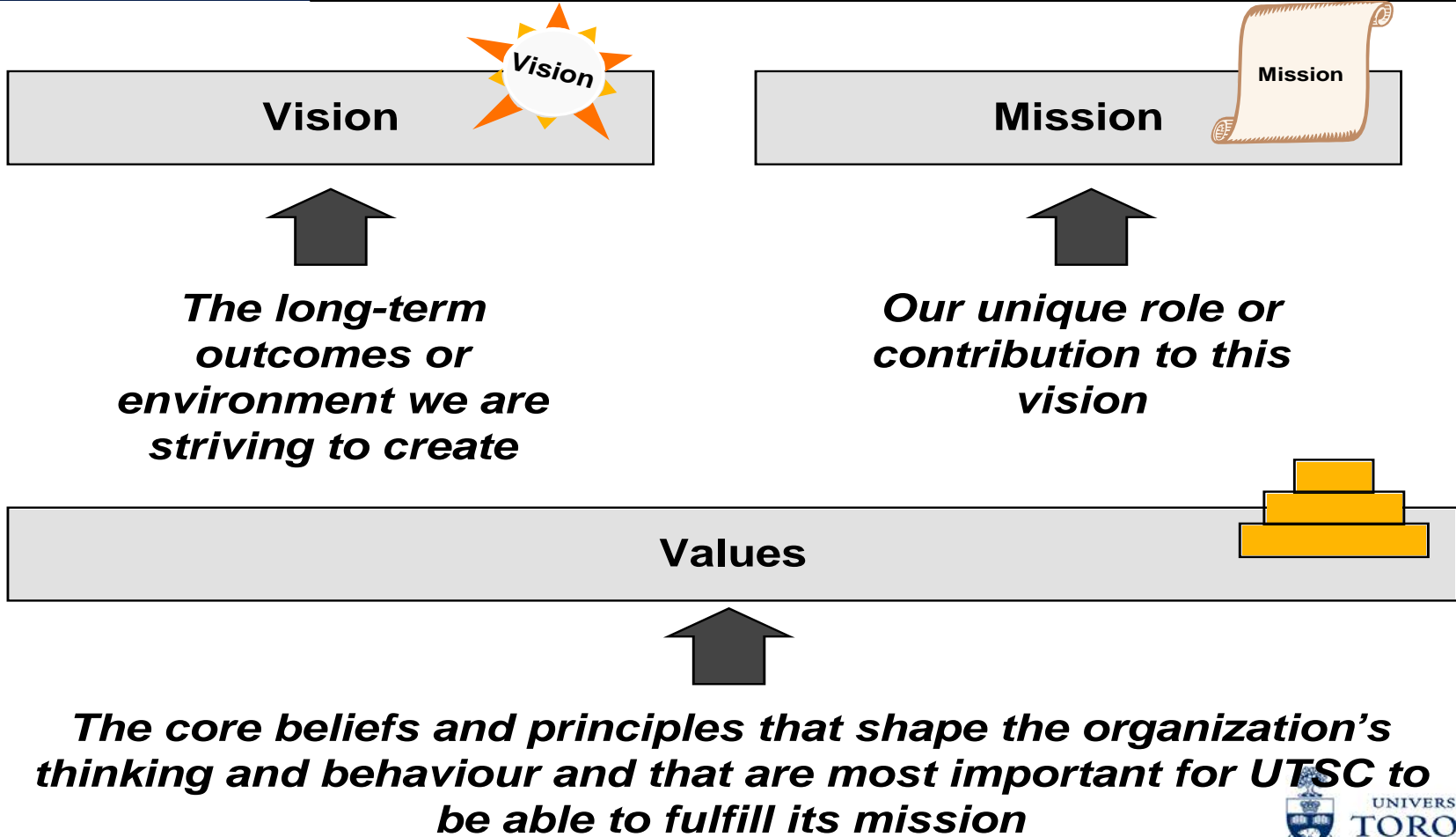
## The Planning Horizons





# Elements of a Strategic Plan





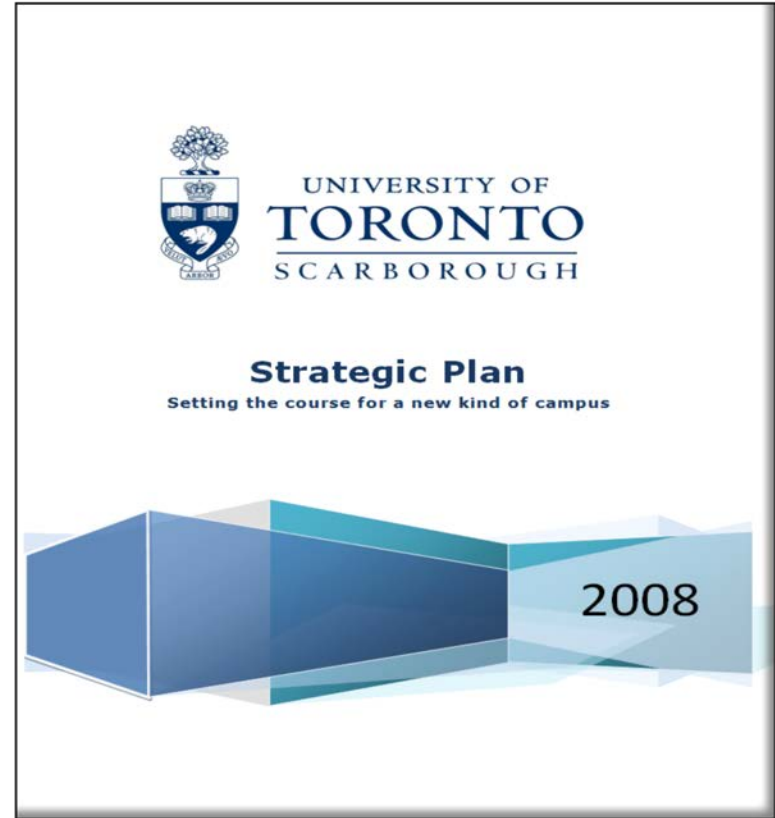
- Presentations to Departments
- Department workshops to develop UTSC identity
- Meetings with junior Faculty
- Consultations with student groups
- Dean and Chairs direct input
- Direct feedback from students, faculty & staff
- Ongoing communication across campus with *Transitions*
- Town hall meetings

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



# Strategic Directions

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



## UTSC Strategic Plan 2013

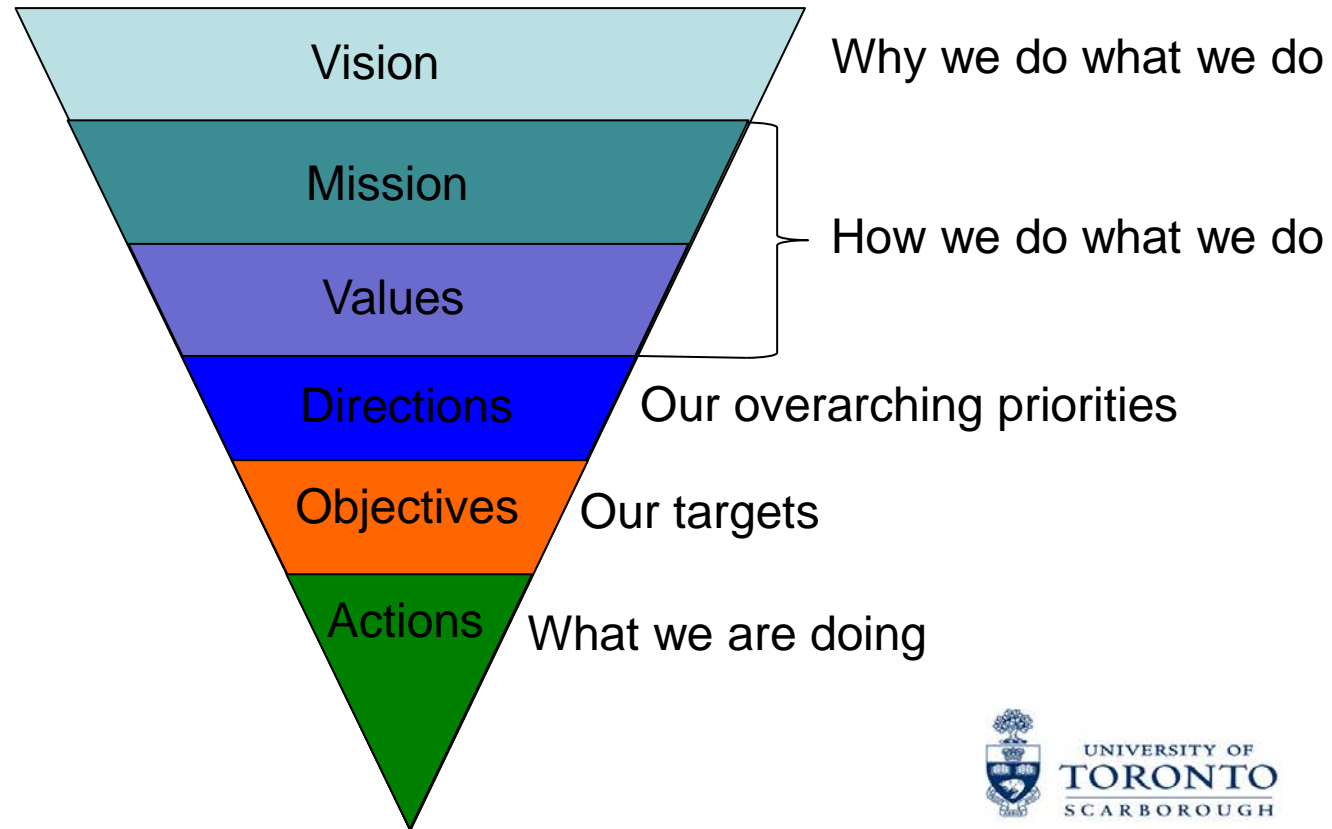
- Review of previous plan - still relevant
- Key Drivers are still the current
- Ongoing consultations with stakeholder groups via exec portfolios
- The new plan will be fully integrated into a Scorecard framework

# Updated Strategic Directions

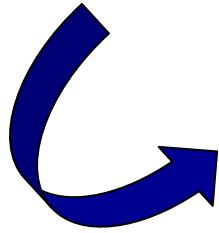
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|--|--|
| <ol style="list-style-type: none"> <li>1. New and Emerging Areas of Scholarship at the UG level</li> <li>2. Enhanced Graduate Training</li> <li>3. Internationalism</li> <li>4. Experiential Learning</li> <li>5. Sustainable University Platform</li> </ol> | <ol style="list-style-type: none"> <li>1. New and Emerging Areas of Scholarship</li> <li>2. Innovative Research</li> <li>3. Global Perspective</li> <li>4. Experiential Learning</li> <li>5. Strong Foundations</li> </ol> |
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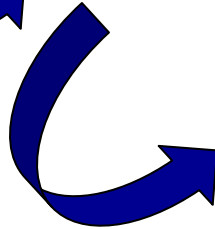
# Elements of a Strategic Plan



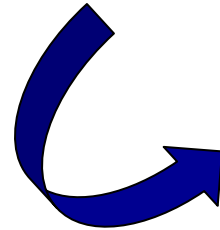
Strategic Planning



Academic Plan



Service/Admin/Capital Plans

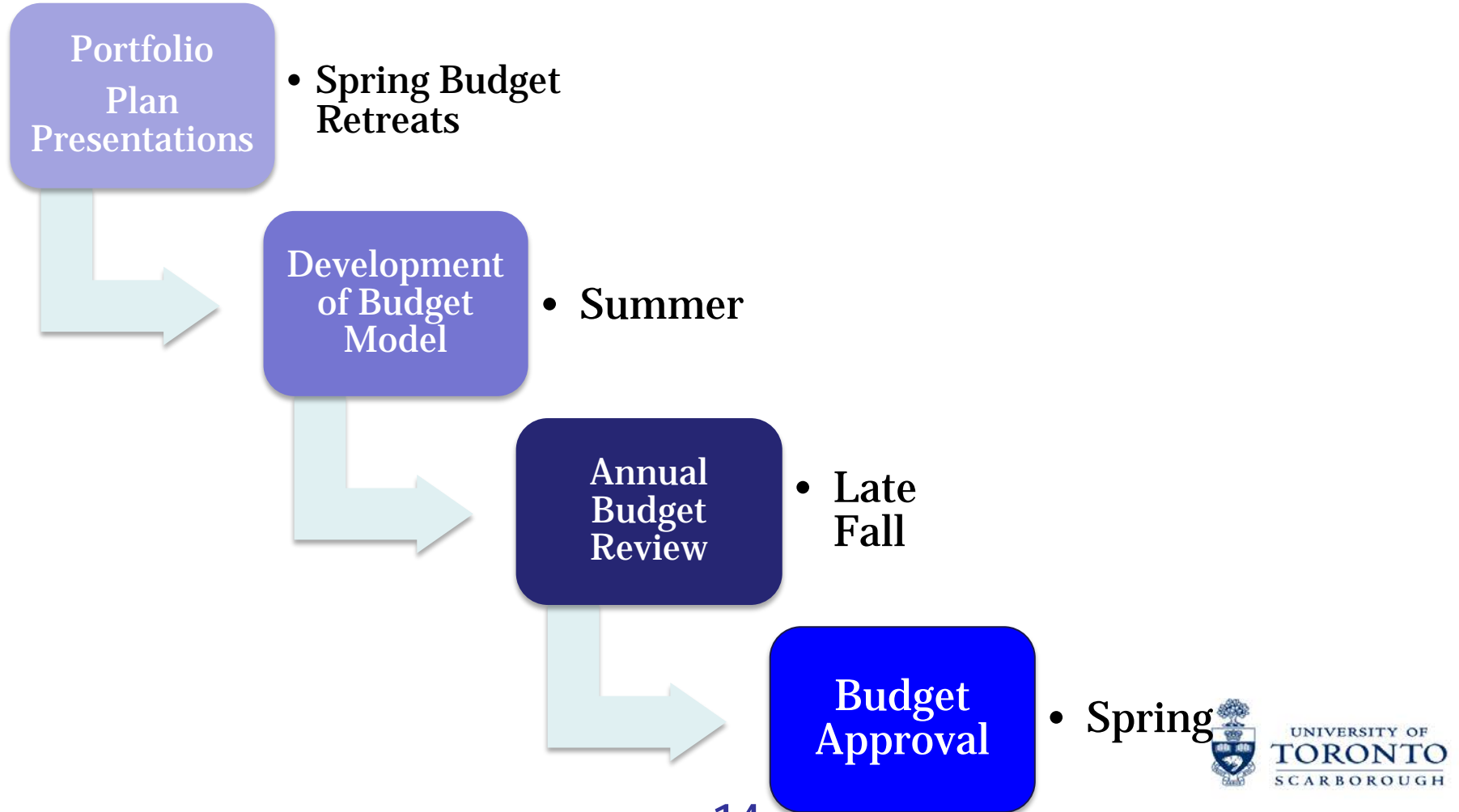


Campus Plan



Annual Budget





### Operating Fund

1. Sources - government grants, tuition, student service fees, investment income, miscellaneous revenues
2. Applications - supporting teaching and administrative activities

### Ancillary Fund

1. Sources - user fees from Student Housing & Residence, Parking fees, food & beverage services, conference & retail services
2. Applications - supporting ancillary operations

### Research Fund

1. Sources - donations, endowments and research grants and contracts
2. Applications - supporting research activities, student aid and capital infrastructure

### Capital Fund

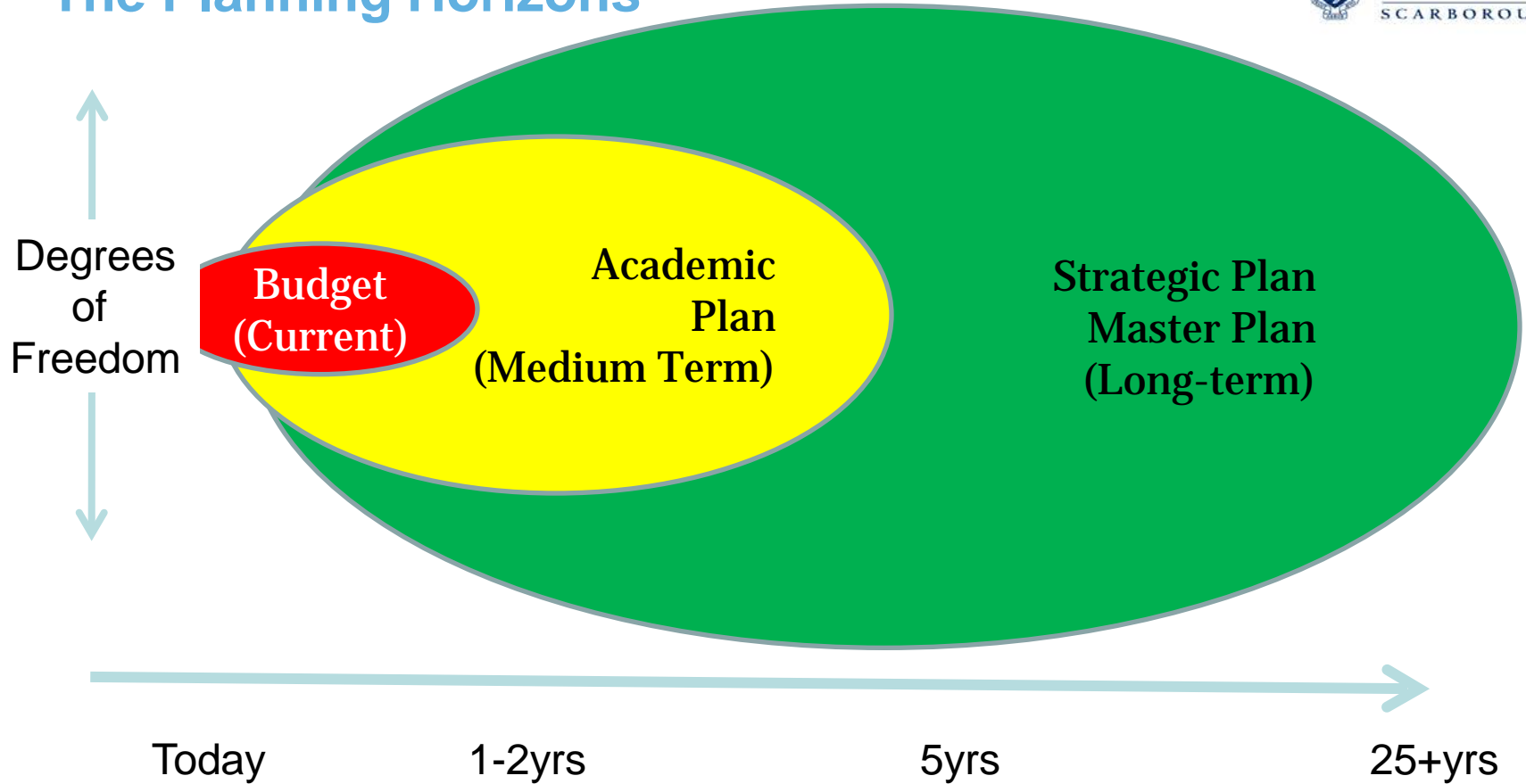
1. Sources - infrastructure targeted government funding and operating funds allocated to capital infrastructure
2. Applications - renovations and major capital construction



## Fiscal and Economic Challenges

- Provincial operating grant revenues have not kept pace with inflation and cost of higher education
- Tuition framework
- Federal and Provincial research funding
- Space challenges

# The Planning Horizons



- Strategic Plan - gives campus 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  
Questions





# UTSC Alumni Relations and Development Planning

“[We must]....profile the accomplishments of our graduates, both in the remote past, and along a bright line of excellence that shines through the decades to the present, linking hundreds of thousands of talented individuals in some 160 countries all around the globe.”

- *Towards 2030*

Our mission is to engage alumni and students through meaningful and enriching experiences with the university and with each other. Through communications, events, programs, services and volunteer opportunities we encourage alumni to have pride in and to invest in the university's mission and success by having pride of place and being the university's global citizens.

1. Create meaningful opportunities for alumni engagement (for example: ongoing educational opportunities)
2. Intensify programming and outreach for recent alumni (within 10 - 15 years of graduation).
3. Identify, recruit and support alumni volunteer leadership to help extend outreach efforts to alumni and to provide meaningful involvement.



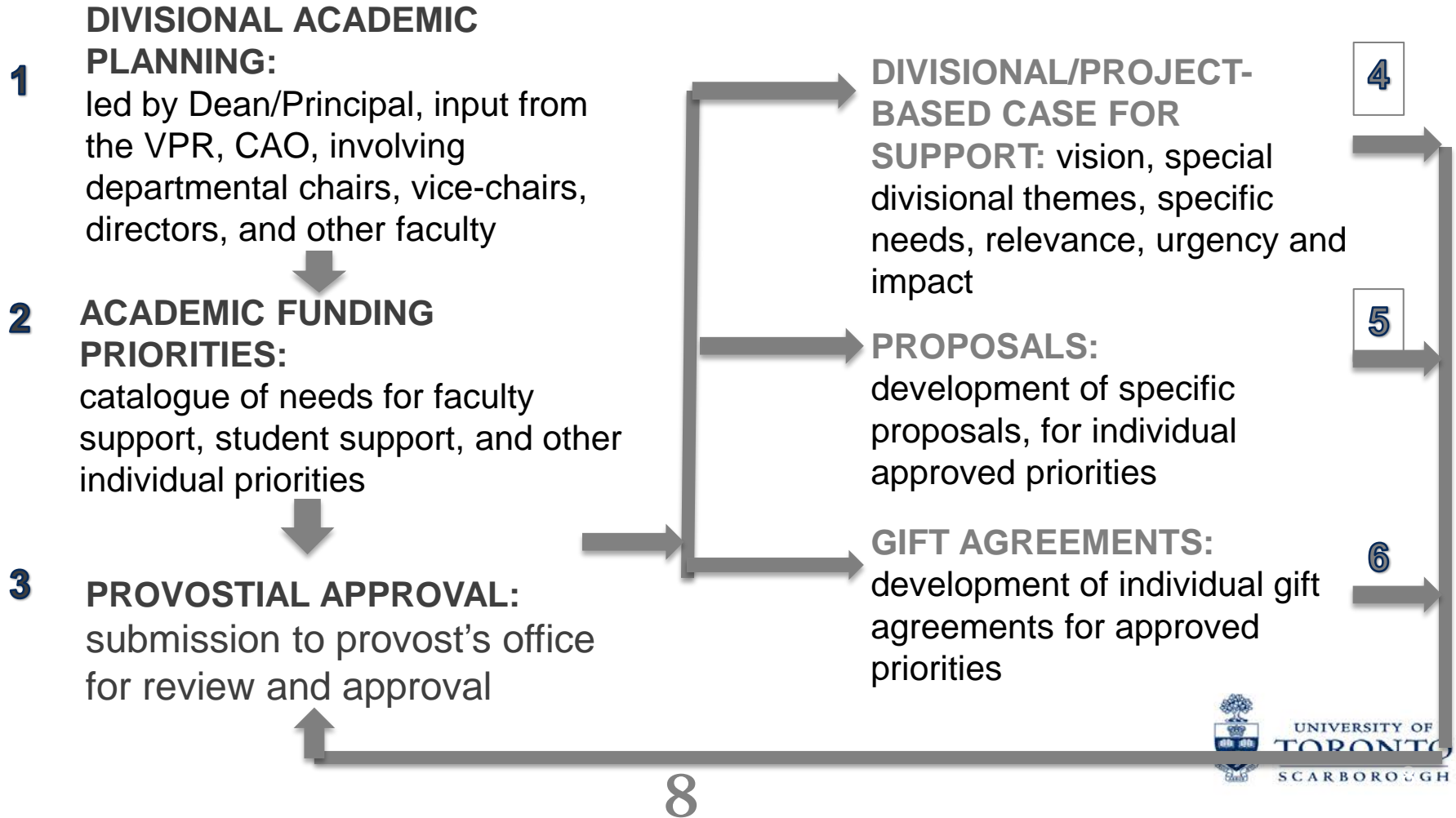
## Why a campaign:

- Transformative gains are tied to campaign
- U of T still a priority for major philanthropy
- Achieved modest incremental growth since last campaign (includes impact of recession)
- Present campaign is an opportunity to establish a new threshold
- Competing on a resource base a fraction of our top peers
- Increasing squeeze between declining grant, tuition constraints, ancillary revenues points to campaign

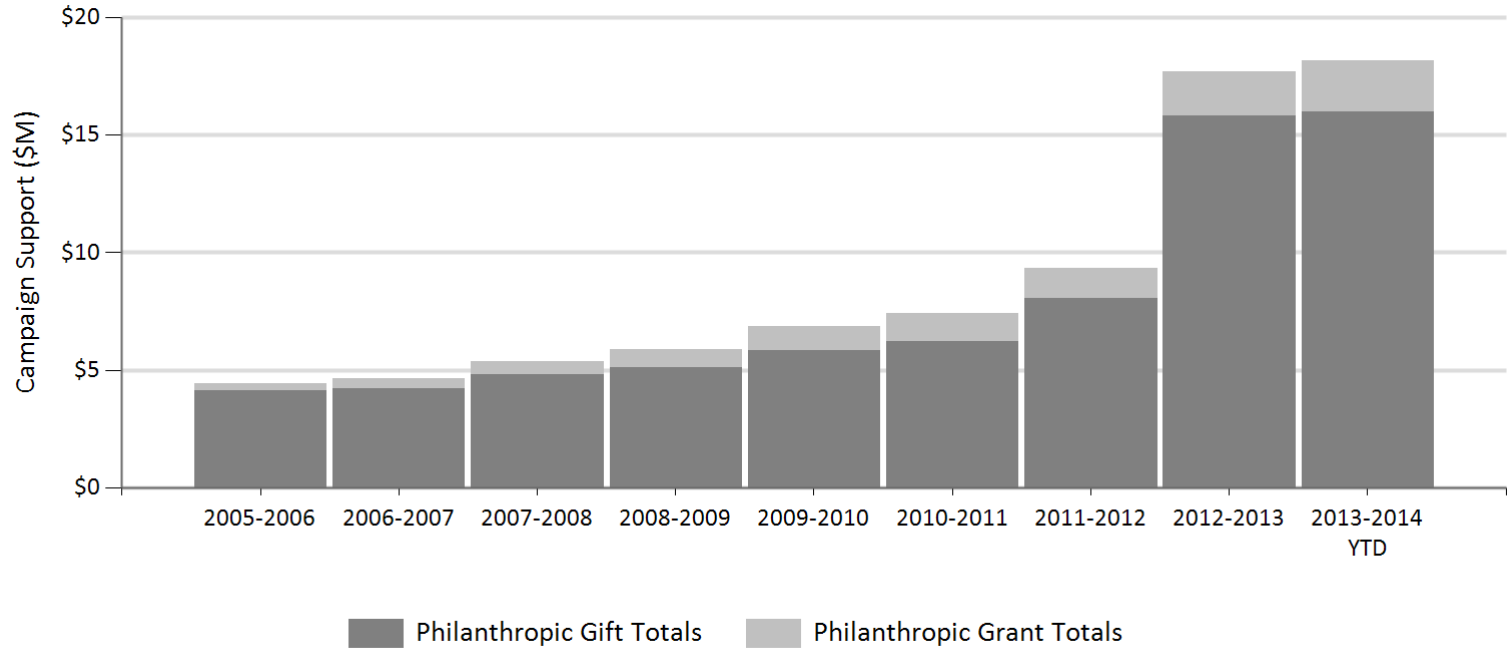
- Supports and advances UTSC's strategy (does not function as an alternate strategy)
- Enables the pursuit of excellence, innovation and growth
- Galvanizes donor interest, engagement, and commitment
- Systematically raises sights, both inside and outside the campus
- Builds a culture of "asking"
- Lifts the brand and campus



- Present an “Only at UTSC” platform that projects our impact and relevance nationally and internationally
- Assert our leadership in a global context
- Capture an authentic, aspirational, and differentiating sense of who we are and where we’re going
- Project the urgency and relevance of our academic ambitions
- Our goal is to raise \$35M







- Continue to provide innovative opportunities for engagement with alumni
- Continue to enhance, expand and improve communication with alumni/stakeholders
- Raise the visibility and involvement of alumni with the campus
- Work to raise \$17 million over the next 3 years
- Boundless opportunity in laying the foundation for the next 50 years





Thank-you  
Questions