

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 28 OF THE CAMPUS AFFAIRS COMMITTEE

May 7, 2018

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

Your Committee reports that it met on Monday, May 7, 2018 at 4:10 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Larry Whatmore, Chair
Brian Harrington, Vice-Chair
Bruce Kidd, Vice-President and
Principal
Andrew Arifuzzaman, Chief
Administrative Officer,
William Gough, Vice-Principal,
Academic and Dean
Desmond Pouyat, Dean of Student
Affairs
Janet Blakely
Gigi Chang
Keith Chen
Nick Cheng
Paul Kingston
Tanya Mars
Heather-Lynne Meacock
Sylvia Mittler
Jack Parkinson
Tayyab Rashid
Dominic Stephenson *
George Szep

Non-voting Assessors:

Liza Arnason
Helen Morissette

Secretariat:

Amorell Saunders N'Daw
Rena Prashad

Absent:

Catherine Bragg
Jonathan S. Cant
Hanan Domloge
Mohsin Jeelani
Elaine Khoo
Mandy Meriano
Ruth Pandela
Kirsta Stapelfeldt
Mohsin Kamal Syed
Andrew Tam
Tomesha (Jingzhou) Zhang

*Telephone participants

In attendance:

Scott Mabury, Vice-President, University Operations
Trevor Rodgers, Assistant Vice-President, Planning and Budget

Melanie Blackman, Coordinator, Community Development
Jonathan Collaton, Campus Life and Special Events Coordinator

Tina Doyle, Director and Special Advisor to the Dean of Student Affairs on Campus-Wide Accessibility Issues

Brent Duguid, Director of Partnerships and Legal Counsel

Erika Loney, Manager, International Student Centre

Tom McIlhone, Manager, Campus Police Services

Gary Pitcher, Director, Campus Safety, Issue and Emergency Management

Nadia Rosemond, Senior Manager, Student Life & International Experience

Kimberley Tull, Manager, Community Development and Engagement

1. Chair's Remarks

The Chair welcomed members, guests, and visiting presenters to the final meeting of the 2017-18 governance year.

The Chair offered reflections on the work of the Committee and noted the brevity of the calendar of business in comparison to previous years. He noted that administrative projects and initiatives presented to governance often underwent changing timelines, which was the case this year.

The Chair reported that at the University Affairs Board (UAB) meeting on April 30th, a fee increase for *The Varsity* (i.e. University's student newspaper) was presented for approval. The fee increase was supported by a student referendum, but the voter turnout was low. The Board approved the fee increase, as the appropriate processes were followed, but Board members expressed concern regarding the low voter turnout. Sandy Welsh, Vice-Provost, Students, remarked that she and her colleagues across the University would continue to develop approaches to enhance student civic engagement within as well as outside of the University.

2. The University's Budget Incorporating UTSC's Budget Envelope

Scott Mabury, Vice-President, University Operations, and Trevor Rodgers, Assistant Vice-President, Planning and Budget, presented the 2018-19 institutional budget.

The presentation¹ addressed the following themes: 2018-19 Operating Budget, University Fund, Students and Teaching, Expenses, Tuition and Student Aid, and Opportunities and Risks. The highlights included the following points:

2018-19 Operating Budget- The balanced institutional operating budget for the period 2018-19 was \$2.68B with \$327M allocated to UTSC. The average budget increase for academic divisions was 9.8 percent. The presenters mentioned that the provincial operating grant continued to decline as a percentage of the total operating revenue. The provincial contribution accounted for 25 percent of University operating budget revenues, while international tuition fees represented 30 percent. Budget priorities for academic divisions included new faculty positions, information technology services, student support services, library acquisitions and services, and Truth and Reconciliation Commission (TRC) Indigenous curricular initiatives. In 2018-19 the estimated institutional compensation budget was \$1.64B.

¹ Presentation- The University's Budget Incorporating UTSC's Budget Envelope

University Fund- In 2018-19, the Vice-President and Provost allocated \$22.5M for advancing University priorities, which included: Access and Diversity, Reimagining Undergraduate Education, Research and Innovation, and Structural Budget Support.

Students and Teaching-The total institutional undergraduate enrolment for 2017-18 was 61,737, with 10,917 at UTSC. The 2017-18 institutional international undergraduate enrolment headcount was 16,069 with 2,748 at UTSC. The majority of international students came from China.

Funding Sources- At UTSC, sources of revenue (\$327M) were generated from student fees (71.2 percent), provincial operating grant (21.4 percent), and other sources (e.g. investment income and indirect cost of research) (7.4 percent).

Tuition and Student Aid- In 2016-17, 55 percent of all undergraduate students at the University received the Ontario Student Assistance Program (OSAP). At UTSC, 68 percent of students received OSAP.

Opportunities and Risks- The University continued to be in a strong position based on its location in a world-class city, the Strategic Mandate Agreement 2 (SMA 2) (i.e. differentiation and graduate spots), and healthy operating reserves. Challenges included the pension deficit and undergraduate enrolment constraints outlined in SMA 2. Potential changes to the provincial government could mean modifications to the tuition fee framework.

A member commented on the perception of increased international student recruitment over domestic student recruitment. Professor Mabury reported that the University strived to maintain balance between the number of domestic and international students. International students helped further elevate the University's international profile as well as bringing a diversity of perspectives to the University community.

3. Annual Reports

a. Community Partnerships and Engagement

Brent Duguid, Director of Partnerships and Legal Counsel, Kimberley Tull, Manager, Community Development and Engagement, and Melanie Blackman, Coordinator, Community Development, reported that the annual report focused on UTSC's [150 Neighbours](#) project. UTSC received a \$100K grant from the federal government's Department of Canadian Heritage to execute initiatives that would recognize the citizens of Scarborough. The project included three components: Take It To The Streets (i.e. a two-day digital story telling workshop in collaboration with ten community organizations), Celebrate Your Neighbour (i.e. an event aimed at removing barriers within communities by encouraging people to have conversations with one another), and an online photo-documentary exhibit (i.e. a narrative storytelling exercise showcasing 153 individual profiles over 150 days). Plans for Canada 151 were underway and partnerships with Durham Region, Rouge National Urban Park, and continuous support for procurement initiatives were being developed.

In response to a comment from a member, Ms Tull reported that the photo-documentary exhibit was available online at: <https://www.utsc.utoronto.ca/aboutus/150-neighbours>.

b. Police Services

Mr. Gary Pitcher, Director, Campus Safety, Issue, and Emergency Management, and Mr. Tom McIlhone Manager, Campus Police Services, reported that recruitment for four special constables was forthcoming. At steady state, UTSC would have 14 special constables and five building patrollers on staff. Mr. McIlhone identified that mischief/damage (e.g. vandalism to washroom stalls) had increased by 40 incidents between 2016 and 2017 and explained that Campus Police Services had seen an increase in thefts of personal electronics being left unattended.

In response to a comment regarding the shortage of special constables at UTSC, Mr. Pitcher explained that the majority of special constables who left UTSC found employment with other police service (e.g. Toronto Police Service).

In response to a comment regarding the high volume of alarms set off on campus, Mr. Pitcher reported that the volume was attributed to the misuse of keys and fobs. He added that Campus Police Services would be conducting an alarm audit to examine where keys and fobs were commonly misused.

A member asked what the difference was between robbery and theft. Mr. McIlhone explained that theft was defined as a stolen item and robbery was theft using force or violence.

A member asked why calls to UTSC Campus Police Services were dispatched by the St. George campus. Mr. Pitcher explained that the dispatch system was similar to 911 calls where a central hub received and managed all calls and dispatched them accordingly across the University.

c. Recognized Campus Groups

Desmond Pouyat, Dean of Student Affairs, reported that in 2017-18, 275 campus groups were granted recognition, of which, 183 had renewed recognition and 118 had been granted new recognition. He remarked that the cumulative number of members involved in campus groups was 10, 733, and that the average number of members per group was 39.

A member asked whether campus groups were renewed annually. Jonathan Collaton, Campus Life and Special Events Coordinator, responded that campus groups were required to obtain recognition annually. He added that new groups who gained recognition between January and April carried their recognition into the following year (i.e. September-May).

4. Strategic Topic: The International Student Experience

William Gough, Vice-Principal, Academic and Dean, and Desmond Pouyat, Dean of Student Affairs, delivered a presentation on the international student experience. The presentation² included the following highlights:

- The academic needs of international students typically fell under the categories of English language proficiency, which were strengthened through the Green Path Program and/or the English Language Development Centre, and the Academic Advising and Career Centre (AA&CC) where academic counselling and information on academic integrity were shared;
- International experiences for domestic students was challenging due to the proportion of students who were in financial need (i.e. approximately 68 percent received OSAP support).
- Beyond financial need, other identified barriers included: an absent intention to pursue studies abroad, academic performance (i.e. a GPA threshold), and the unclear benefits of international experiences;
- International experiences were built into the curriculum for International Development Studies (IDS) and the Management and International Business (MIB) programs along with field trips in other courses;
- The Office of Student Affairs had recently hired an International Advisor to strengthen partnerships with the International Affairs Office and increase student support. Recruitment plans were in place for a staff member to work with faculty who wished to send students to study abroad;
- Pre-arrival and orientation sessions, integration and settlement programming, and support with practical immigration matters were provided to international students; and
- To increase the number of international experiences for domestic students, importance was placed on leveraging existing initiatives such as the Hart House Global Commons and intercultural programming. Additional funding was being sourced to support these types of initiatives that involved using our ‘local global’, for global impact and to increase the number and variety of study abroad opportunities.

A member commented that UTSC international students were exposed to a unique experience where interactions with different cultures and communities were strong. The member applauded the administration for facilitating these interactions through various programming.

A member asked what the University’s international student recruitment targets were. Professor Gough replied that the University’s goal for international student recruitment was 3,500 annually up to 2021-22.

5. Reports of the Presidential Assessors

There were no reports of the Presidential Assessors.

² Presentation- Strategic Topic: The International Student Experience

6. Report of the Previous Meeting: Report 28—Monday, February 12, 2018

The report of the previous meeting was approved.

7. Business Arising from the Report of the Previous Meeting

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

8. Date of the Next Meeting – September 2018

The Chair advised members that the Committee would reconvene in September.

9. Other Business

The Chair thanked members for their participation and engagement over the past governance year. He also thanked the Vice-Chair, Assessors, and the Secretariat staff for their commitment to the work of the Committee and their support for the University's governance processes. Finally, he advised members that they would be receiving an online Committee evaluation survey to complete, and he encouraged members to share their feedback.

The meeting adjourned at 6:24 p.m.

Secretary

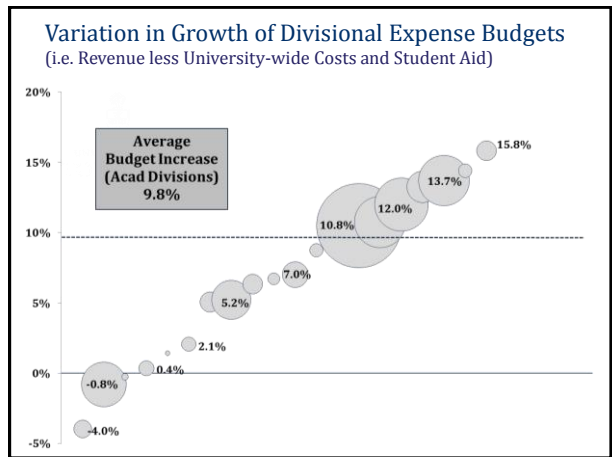
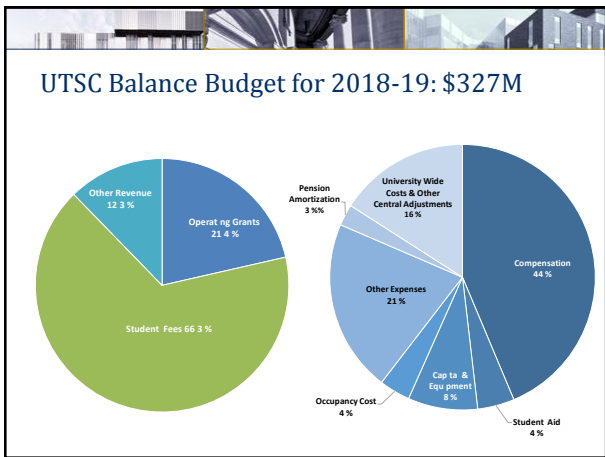
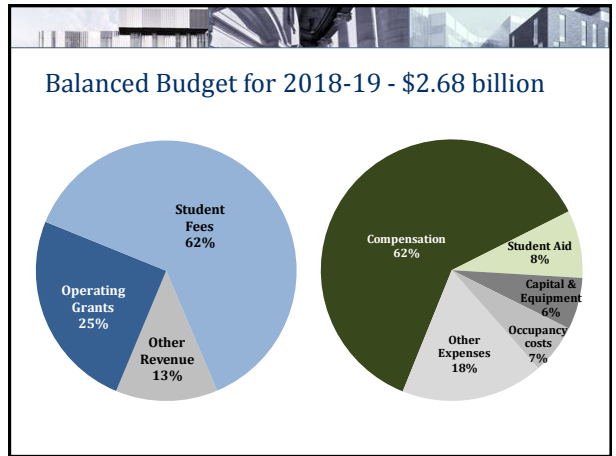
Chair

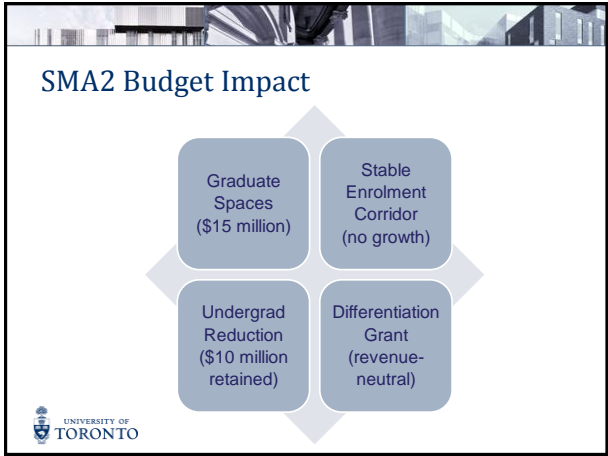
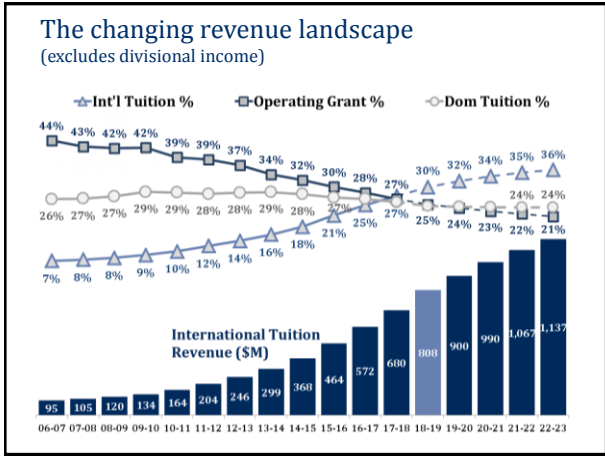
May 18, 2018



Budget 2018-19

UTSC Campus Affairs Committee
May 7, 2018



- ### 2018-19 Divisional Budget Priorities
- New faculty positions (78 FTE)
 - IT infrastructure and services (e.g. NGSIS, RAISE)
 - Student aid and graduate funding packages
 - Student support services (including accessibility)
 - Experiential learning and international experiences
 - Library acquisitions and services
 - Deferred maintenance, classroom renewal, capital projects
 - Indigenous curricular initiatives and TRC response

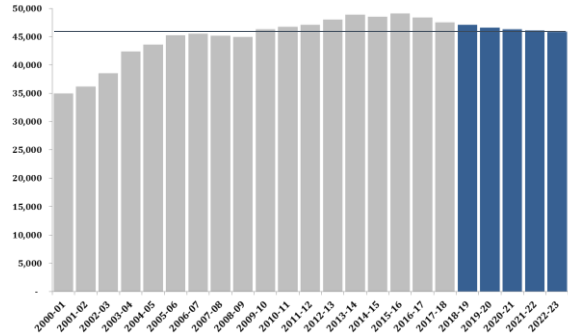
2018-19 University Fund - \$22.5 million

Access & Diversity (\$3.5 million)	Re-imagining UG Education (\$10 million)	Research & Innovation (\$2.5 million)	Structural Budget Support (\$6.5 million)
<ul style="list-style-type: none"> • Access Programs • Accessibility Advisors • Post-docs from Under-represented Groups • Ongoing: recruitment of diverse faculty & staff 	<ul style="list-style-type: none"> • UG Innovation Fund (LEAF) • Int'l Student Experiences • Interdivisional Teaching • Ongoing: New Program Innovation Fund 	<ul style="list-style-type: none"> • Campus-led Accelerator Entrepreneurship Programs • UTM/UTSC Research Support • Ongoing: Graduate Program Innovation Fund 	<ul style="list-style-type: none"> • Structural Budget Support for Academic Divisions • Data Centre Integration

Students and Teaching



Domestic Undergraduate Enrolment History Fall FTE 2000 to 2022 (projected)

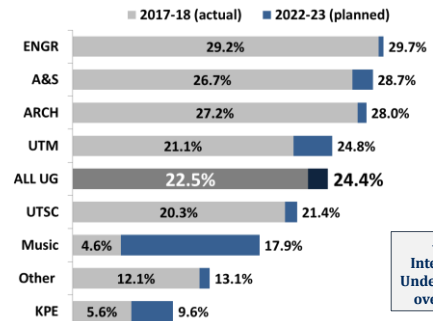


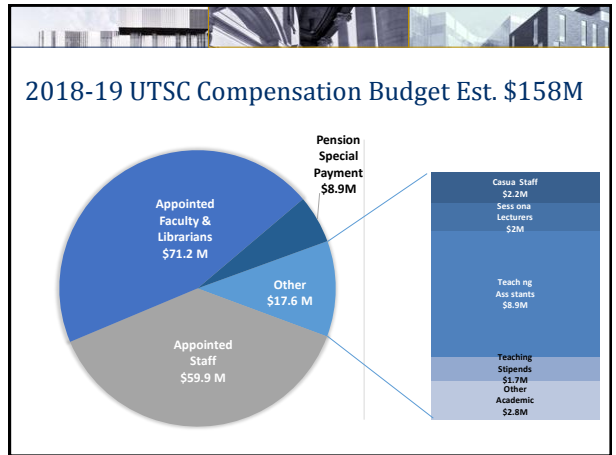
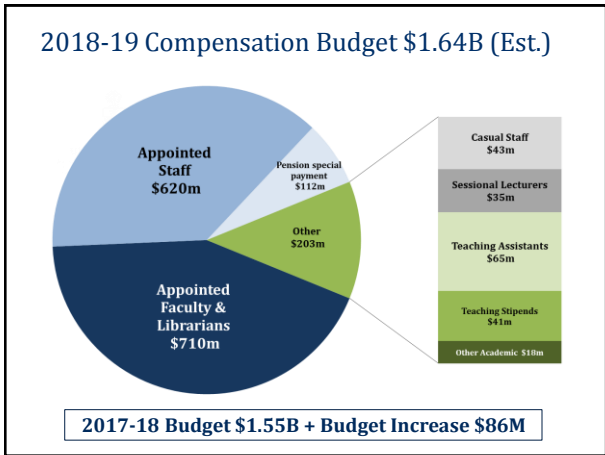
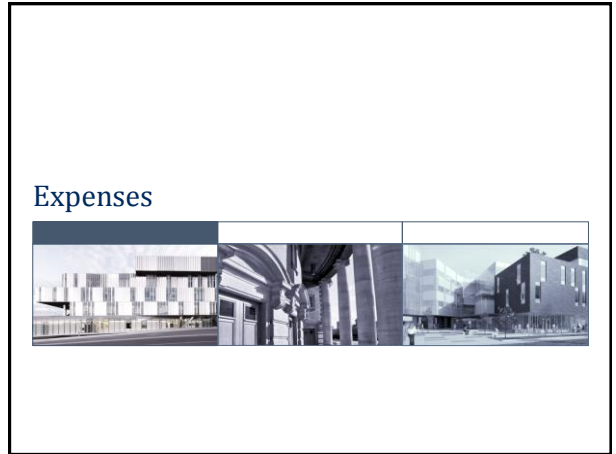
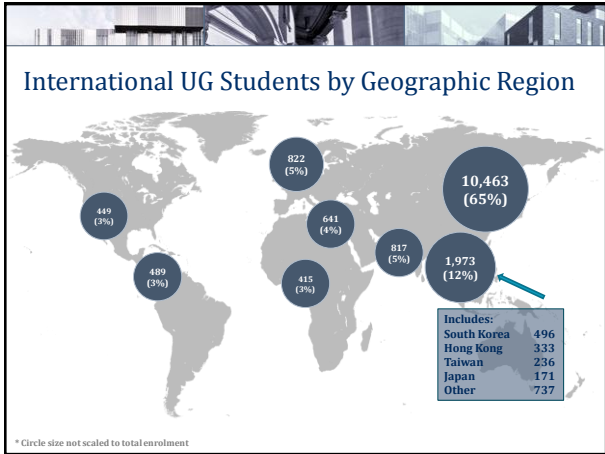
Undergraduate enrolment results 2017-18

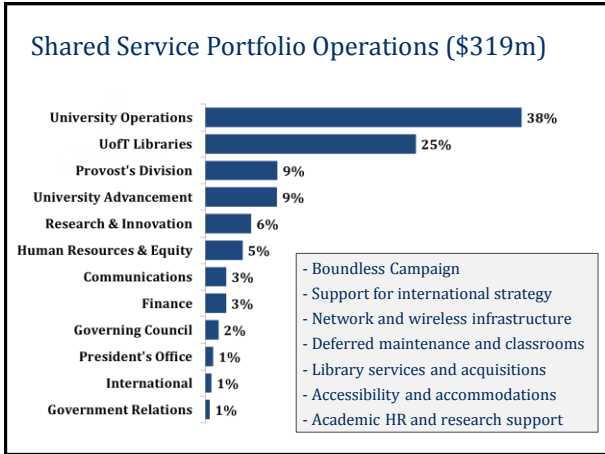
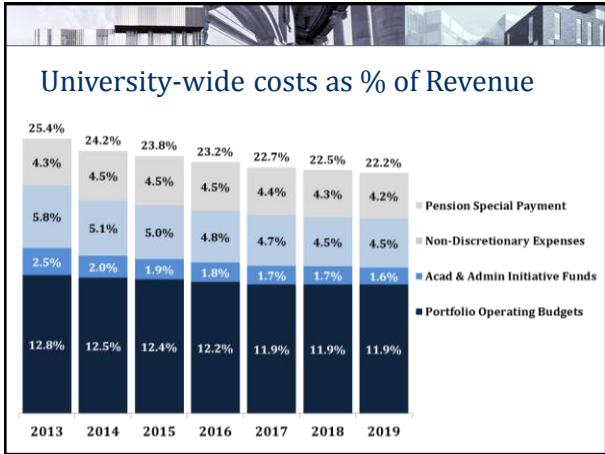
	2017 Actual	Variance to Plan		
		DOM	INTL	TOTAL
Total FTE	38,771	(110)	346	236
St George	12,049	(274)	212	(62)
UTM	10,917	(430)	257	(173)
TOTAL	61,737	(814)	815	1



International Share of Total UG Enrolment (2017-18 headcount 16,069)



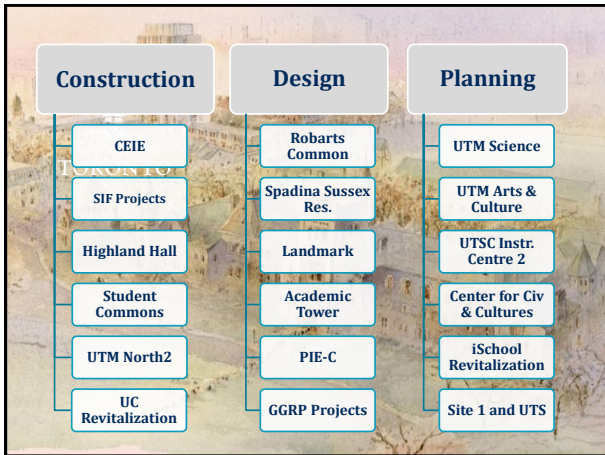




Operating budget support of capital projects (\$m)

	15-16	16-17	17-18 est.	18-19 est.
Payments on loans & mortgages	\$33	\$44	\$59	\$37
Transfer from operating to capital	\$24	\$108	\$122	\$128
Total	\$57	\$152	\$181	\$165

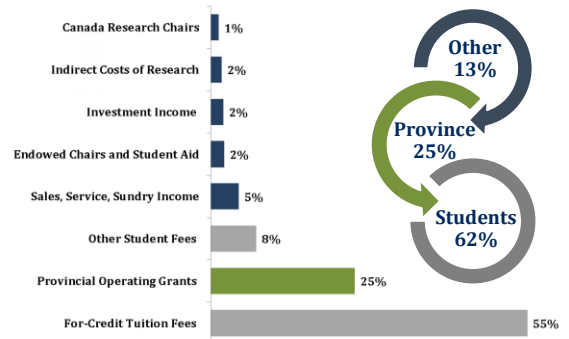
A guiding principle is that capital projects in academic divisions should include funding from long term debt of no more than 20%.



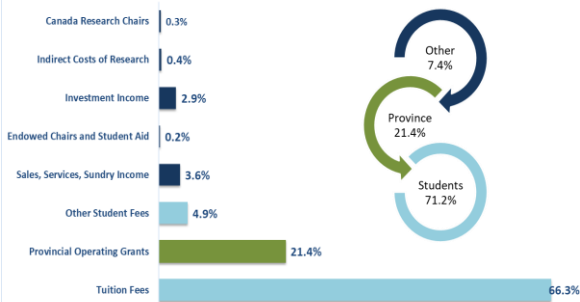
Tuition and Student Aid



2018-19 sources of revenue (\$2.68B)



2018-19 UTSC sources of revenue: \$327M

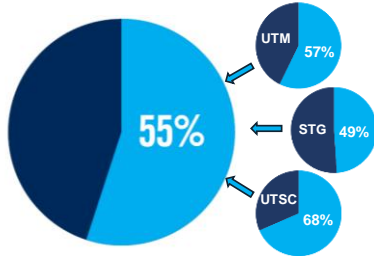


Provincial Tuition fee framework extended 2017-18 and 2018-19

(Domestic overall cap = 3%)	Incoming Students	Continuing Students
Domestic General UG	3%	3%
Domestic Prof and Graduate *	5%	5%

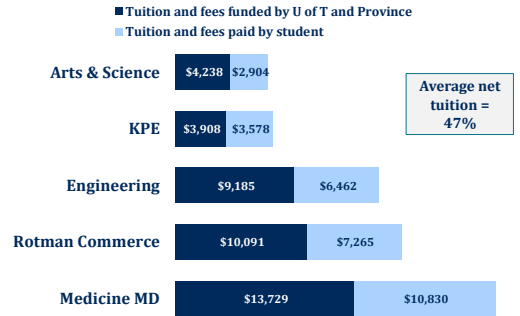
- Domestic tuition fee for doctoral stream will **decrease** by \$60; international PhDs will pay the domestic rate effective Fall 2018

OSAP Undergraduate Participation Rates



26,276 students, or 55% of all undergraduates, received OSAP in 2016-17

Net tuition for UG students receiving OSAP 2016-17



Opportunities and Risks



Risks

- SMA3 Grad Growth
- Pension solvency
- Enrolment constraints
- Tuition fee framework

Opportunities

- Leverage our location
- International Enrolment
- SMA2-Differentiation
- Operating reserves



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CAMPUS AFFAIRS
COMMUNITY PARTNERSHIPS UPDATE
MAY 7, 2018

Brent Duguid – Director, Partnerships and Legal Counsel
Kimberley Tull – Manager, Community Development & Engagement
Melanie Blackman – Coordinator, Community Development



CANADA 150

Canada



“ This initiative was only possible because you, the people of Scarborough came together to share, inspire and build community through your stories. Without your work and commitment, 150 Neighbours wouldn't exist. ”

Andrew Arifuzzaman, Chief Administrative Officer,
University of Toronto Scarborough

150 Neighbours – Capturing All Voices
3 Part Project

Celebrate Your Neighbour



Online Profiles



Take It To The Streets

The Numbers...

Reaching approximately

4000 people engaged

\$50K+ invested in community

10 wards **87** volunteers

60K+ online views

10 community partners



Leading Our Legacy – Canada 151

200 guests

1 facilitated Storytelling Through Recipes session by Professor Daniel Bender, Director, Culinary Research Centre, Historical and Cultural Studies

1 Indigenous Sharing Circle facilitated by Elder Wendy Williams

1 Capturing Your Voice audio recording session facilitated by Chris Dela Cruz, Arts, Culture and Media student

39 Take it to the Streets Video Stories by community groups & residents

10 Part Photo Series exhibit by Cheryl Duggan, community resident, photojournalist

1 Leading Our Legacy Video by Eric Slyfield, Arts, Culture and Media student



151 – Continuing the Conversations



- Human Library
- TDSB – Walk with Excellence
- Food Truck Festival
- LIFT Researchers
- Youth Speak
- School Boards
- Community Partnerships Website



151 – What's Next?

- Economic Analysis
- Durham Region
- Rouge National Urban Park
- Social Procurement
- Food Aggregator
- East End Trades Training Centre



Our Collective Scarborough Story

“I owe so much to Scarborough. I love Scarborough with all my heart. There are so many talented people—artists, activists, athletes...”

Andria Nadeau

“We are proud members of the Scarborough community and want the best for Scarborough. There is so much that makes Scarborough special.”

Ruth Chelimo

“By telling personal stories as a community, residents will be part of something bigger. And by engaging our community members in the creative process, everyone involved has ownership. That amplifies the narrative of this uniquely Canadian location.”

Professor Bruce Reid
Principal, University of Toronto Scarborough

“I see my future here in Scarborough, a community where individuality prevails. An opportunity for the little voices to be heard.”

Nancy Johnston





Thank You



Campus Community Police



Campus Community Police

Organizational Structure



Campus Community Police

2017 Statistical Overview

Incident Types/Population	2014	2015	2016	2017	+/-
Total Student population (pt/ft)	12315	12714	13174	13534	360
Break and Enter	2	1	3	1	-2
Robbery	0	3	2	0	-2
Theft Over \$5000	2	0	0	0	0
Theft Under \$5000	112	80	49	49	0
Theft Bicycles	8	4	17	3	-14
Possess Stolen Property	0	0	0	0	0
Disturb Peace	0	0	0	0	0
Indecent Acts	3	2	0	0	0
Mischief/Damage	27	33	34	74	40
Other Offences	14	6	8	4	-4
Sexual Assaults	1	1	1	1	0
Assault	6	10	5	9	4
Impaired Driving	0	1	0	1	1
Criminal Harassment	14	5	6	10	4
Threatening	4	5	7	1	-6
Homophobic/Hate Crimes	1	0	0	0	0
Homicide	0	0	0	0	0
Crime Occurrences	194	151	132	150	18



Campus Community Police

2017 Statistical Overview

Other Activity	2014	2015	2016	2017	+/-
Arrest Warrants	0	1	1	1	0
Alarms	639	344	428	516	88
Fire Alarms	95	137	155	126	-29
Assist Other Police	19	5	10	8	-2
Assist Community Member	603	472	379	616	237
Disturbances	1	1	3	13	10
Demonstrations/Protests	1	2	0	0	0
Inv. Suspicious Persons	65	104	147	157	10
Inv. Suspicious Circumstances	129	121	82	19	-63
Trespasser Charged	10	11	17	14	-3
Trespasser Cautioned	30	50	31	45	14
Medical Assistance	151	154	219	124	-95
Insecure Premises	29	19	8	13	5
Motor Vehicle Collision	29	33	42	26	-16
Mental Health Act	19	14	8	11	3
Suicide/Attempt Suicide	3	1	3	2	-1
Sudden Death	0	0	0	0	0
Fires	5	5	5	4	-1



Community Engagement

- Positive Treats
- Display Your Pride
- Pancake Breakfast
- Dodgeball
- Bike Theft and Prevention Program
- Faculty and Staff Holiday Party
- UTSC Alumni Hockey Tournament
- Discussion Café
- Annual Toy Drive



Community Engagement

- Coffee with a Cop
- Movie Night
- Annual Toy Drive
- Habitat for Humanity
- Grand Iftar
- Bring Your Children to Work Day



Community Policing Activities & Programs



Campus Safety Day



Habitat for Humanity



Toy Drive



Pancake Breakfast



Dodgeball Tournament



Recognized Campus Groups Annual Report

May 7, 2018



Why you should join a student group



Recognized Campus Groups

- Campus Groups recognition process:
 - The Policy on the Recognition of Campus Groups set by U of T's Governing Council
 - Constitution required
 - Constitution reviewed by the Department of Student Life
 - Signing Recognition Agreement
- The constitution should outline the group's purpose, objectives and procedures
- The constitution should address organizational structure, membership, meetings, the election or appointment of members in leadership positions, amendments to the constitution, rules of conduct, and finances
- Must be open to any member of the University community
- Must be genuine campus organizations and generally non-profit in nature



Recognized Campus Groups

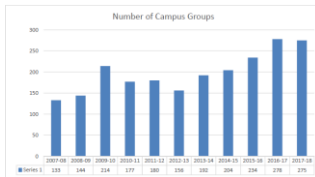
- Recognition of campus groups by the University provides a number of basic benefits and opportunities:
 - The right to use the name of the University in the name of the group and in conjunction with group activities
 - Eligibility to University facilities and meeting spaces at no cost or at a lower cost compared to external organizations
 - Eligibility to apply for temporary office space;
 - Access to web site hosting services for the organization and other Internet services;
 - Listings in directories provided to the University community and to the public as an official University of Toronto campus group;
 - Verification letters confirming recognition status (sometimes required by banks and other external organizations); and
 - Access to other services and resources.



Recognized Campus Groups

- The cumulative number of UTSC members of all recognized campus groups is **10,733**
- The average number of UTSC members per group is **39**
- Campus Groups contribute in a variety of ways to the educational, intellectual, recreational, social and cultural life of the University community. Their purposes are categorized as follows:

- Academic: **50**
- Athletic: **21**
- Community: **57**
- Cultural: **45**
- Journalism: **6**
- Media: **7**
- Service: **23**
- Social: **34**
- Spirituality and Faith: **30**
- Student Governance: **2**



Contact Us



Deanstuaff_UTSC



<http://uoft.me/utscstudentaffairs>



International Student Experience

William A. Gough
CAC
May 7, 2018

“International experiences” for students
The experience of international students

Well articulated recruitment plan to bring
international students to UTSC (AAC
presentation)

Then what?

Academic needs

English language proficiency

- Green Path
- Academic English
- CTL
- ELDC

AA&CC

- Academic Advising

Academic Integrity

Cohorting

- Cohorting vs assimilation vs. integration

What constitutes an “international experience”?

Gordon and Mwavita (2018)

- Taking courses with international content does not increase “intercultural sensitivity”
- Participation in cultural events does increase IS
- Traveling abroad does (both travel in general and study abroad)

Traditional model of 1 year study abroad may not work well for our population of students

70% eligibility for OSAP (domestic students)

highest % for U of T; likely the highest in Ontario – economically underprivileged

First in Family

Cultural/religious frameworks

Relatively low uptake by UTSC students (3% per year)

Let's look at the literature to identify potential barriers

Lorz et al. (2015)

Why do students from underprivileged families less often intend to study abroad?

Markus Lörz¹ · Nicolai Netz² · Heiko Quast²

Published online: 12 October 2015
© Springer Science+Business Media Dordrecht 2015

German study

"underprivileged" – lower income families

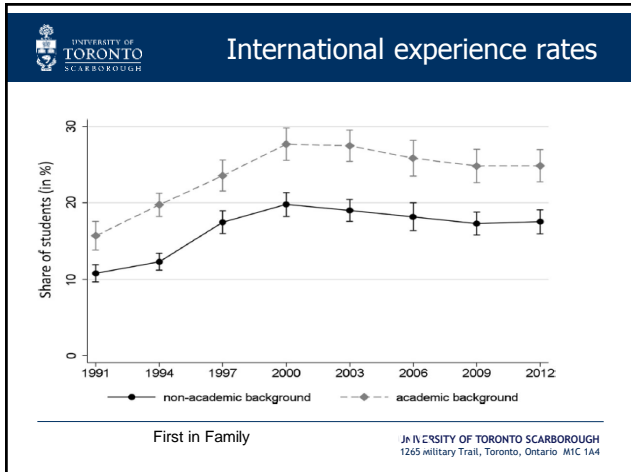
Benefits

Personality development (De Poli et al., 2018)

Foreign language skills

Better job prospects; better wages; better wage growth

Intercultural sensitivity (Gordon & Mwavita, 2018)



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International Experiences for our students

What are the identified barriers for "underprivileged" students?

- Pre-conditioning**
"formation of an intent to become mobile"
- Academic performance**
GPA thresholds; vulnerability to different educational systems
- Cost**
Direct costs, lost opportunity costs
- Benefits**
Are the benefits clear?

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Building International Experience into the Curriculum

Current examples:

- IDS** – one year Co-op placement
25 students per year
- MIB** – International business
One Co-op placement abroad, one educational term abroad
30-40 students recruited into program per year
MOAs with foreign universities in place
- Field trips**
Bio Sci, Env Sci, Social Sci, HCS, ACM

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Benefits

Linking study abroad more tangibly to area of study

- Academic benefit is clear
- Travel for shorter time period
- May address family needs
- Travel in a cohort
- May address safety concerns

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What about costs?

Lorz et al. (2015) refer to greater “cost sensitivity”

Major barrier

Some funds are available from DSL and Dean’s Office
Decanal funds have supported two course related trips:
Japan and Korea

Fundraising Efforts

MIB funds from Tennial Chu donation

CCDS funds from QE2 scholarships and endowment

Recently through IAPI we secured ~\$50,000 per year for
three years from a Nanjing donor

These funds will be used to fund international mobility and reduced
student costs

15th year anniversary of Green Path will focus on fund
raising for international mobility (we already have
\$1,000,000 pledge)

Provostial supported position to further international
student mobility

Next Steps

Next Steps

Identify the academic needs of international
students more coherently

- devise strategies

Address English proficiency more broadly

Continue to develop international mobility
opportunities