

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

**REPORT NUMBER 33 OF THE CAMPUS COUNCIL**

**January 30, 2019**

Preet Banerjee, Vice-Chair  
Wisdom Tettey, Vice-President and  
Principal  
Andrew Arifuzzaman, Chief  
Administrative Officer  
William Gough, Vice-Principal,  
Academic and Dean  
Conor Anderson  
Catherine Bragg  
George Fadel  
Brian Harrington  
Soaad Hossain  
Elaine Khoo  
Mari Motrich  
Sonja Nikkila  
Tayyab Rashid  
Silma Roddau

**Secretariat:**  
Rena Prashad

**Absent:**  
Paul Kingston, Chair  
Fareed Amin  
Tarun Dewan  
Liben Gebremikael  
Jason Glover  
Sue Graham-Nutter  
Lydia Lampers-Wallner  
Brenda Librecz  
Annie Sahagian  
Lynn Tucker

\*Telephone Participants

**In attendance:**

Janet Blakely, Member, UTSC Campus Affairs Committee  
Hanan Domloge, Member, UTSC Campus Affairs Committee  
Nicholas Kahosed-Trebics, Student Presenter  
Heinz-Bernhard (Bernie) Kraatz, Vice-Principal, Research  
Camille La Cruz, Student Presenter  
Chandeni Narain, Member, UTSC Campus Affairs Committee  
Varsha Patel, Assistant Dean, Student Success  
Nadia Rosemond, Senior Manager, Student Life & International Experience  
Samiha Sultana, Student Presenter

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

The Vice-Chair introduced himself and welcomed members and guests to the meeting. He extended a special welcome to members of the UTSC Campus Affairs Committee in attendance for agenda item two, Council on Student Services (CSS) Process, and to the newest community member of the Council, Silma Roddau.

## **2. Council on Student Services (CSS) Process, Presentation by Desmond Pouyat, Dean of Student Affairs**

Desmond Pouyat, Dean of Student Affairs, reported that the Student Services, Health and Wellness, and Athletics and Recreation fees' budgets would be presented<sup>1</sup> to the Committee at its next meeting on February 12, 2019. He added that the budgets followed the Council on Student Services (CSS) process, which was governed by the *Policy on Compulsory Non-Academic Incidental Fees*, otherwise known as the "*Protocol*". Mr. Pouyat reported that CSS normally met from September through March at which time the departments presented their plans, objectives, and initiatives to the Council. He reported that all three budgets were supported by the CSS at its final budget meeting on January 24, 2019. As a result, the University did not have to recommend a fee increase based on the calculated University of Toronto Index (UTI) increase and applicable Consumer Price Index (CPI), used in the University's long range budget projections, assumptions, and strategies. Finally, Mr. Pouyat reported the UTSC Campus Affairs Committee and Campus Council would also consider Student Society Fees and Student Housing and Residence Life ancillary operating plans at the February 12, 2019 and March 7, 2019 Committee and Council meetings and briefly described the process for each.

## **3. Strategic Topic Presentation - Pathway Programs at UTSC**

The Vice-Chair invited Professor William Gough, Vice-Principal, Academic and Dean, to deliver a presentation<sup>2</sup> on pathway programs offered at UTSC. The presentation included the following highlights:

- In 2012, UTSC and Seneca College signed a facilitated transfer agreement, which was reviewed and renewed in 2018. The agreement included three programs: College to University Pathway, Redirect Pathway, and Second Chance Pathway;
- For each program, students studied up to 2 years at Seneca College earning 6.5 full credit equivalents (FCE) towards a UTSC degree. Since 2013, 61 students have participated in UTSC pathway programs;
- Most of the students in the programs were from Toronto or Scarborough and were mature students (i.e. >25 years or older);

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<sup>1</sup> Presentation- Council on Student Services (CSS) Process, Presentation by Desmond Pouyat, Dean of Student Affairs

<sup>2</sup> Presentation- Strategic Topic: Pathway Programs at UTSC

- To date, 13 students had graduated from the programs and the graduation statistics suggested that the students were highly motivated—completing the UTSC component of the program at an accelerated rate and graduating with competitive CGPAs (i.e. median of 3.3); and
- UTSC had recently established a similar program with Centennial College.

Professor Gough introduced and invited Camille Soucie, Academic Chair, School of Arts and Science, Seneca College, to share details on the pathway programs from the perspective of Seneca College. She remarked that the program offered a liberal arts stream with no admission requirements and a science stream, which required students to have math courses at the high school level. The portion of the program completed at Seneca College was highly structured, so students welcomed the opportunity to select courses when they arrived at UTSC. Ms Soucie remarked that the program was also a tool for students to reinvent themselves and a reminder that completing a university degree was possible through alternative means.

In response to a comment regarding the catchment area for pathway program students, Professor Gough and Ms Soucie replied that students in the program were generally from the Greater Toronto Area (GTA), specifically from Scarborough, Markham, Pickering, Ajax and Whitby. There were currently no recruitment strategies in place for the programs.

A member asked what graduates of the pathway programs pursued after graduation. Professor Gough and Ms Soucie replied that the data had not been collected.

A member asked whether there was an opportunity for UTSC students to pursue pathway programming at Seneca College. Professor Gough replied that the only program available to UTSC students was the Second Chance program, which was designed for UTSC students, who in their first year of study or in academic distress, did not meet the academic requirements necessary for their program.

#### **4. Student Presentation - Student Community Outreach and Engagement**

The Vice-Chair invited Nadia Rosemond, Senior Manager, Student Life & International Experience, and the following students to present<sup>3</sup> details on the community outreach and engagement initiative they were involved in:

Nicholas Kahosed-Trebics, Indigenous programming  
Camille La Cruz, Imani Academic Mentorship Program  
Samiha Sultana, Student Life community engagement events

Each student shared a unique description of the positive impact community outreach and engagement had on their academic, learning and social skills. The students articulated that their experiences in the community exposed them to different groups of people who they would have otherwise not met, and that the theoretical concepts and ideas learnt in the classroom were put to into practice.

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<sup>3</sup> Presentation- Student Presentation - Student Community Outreach and Engagement

A member asked whether community outreach and engagement initiatives were funded by Student Affairs and Services fees. Mr. Pouyat explained that community outreach and engagement initiatives were generally funded by Student Affairs and Services fees, but highlighted that the Imani Academic Mentorship Program had been funded by an alumni donor gift and by the Bank of Nova Scotia.

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

The Vice-Chair invited Professor Wisdom Tettey, Vice-President and Principal, UTSC, to deliver his report to the Council. His report included the following information and updates:

- Professor Tettey congratulated Professor Gough on the extension of his appointment as Vice-Principal, Academic and Dean, UTSC, and expressed, on behalf of the campus community, his deep appreciation and gratitude for him continuing in the role;
- In response to the recent announcements made by the Provincial government regarding the 10 percent reduction in tuition fees, changes to the Ontario Student Assistance Program (OSAP), and the Student Choice Initiative through which students would be permitted to choose which student fees they desired to pay, Professor Tettey remarked that the University remained committed to its long-standing access guarantee – that affordability would not prevent qualified students from entering or completing their degree. He remarked that the University's administration was awaiting technical details from the Provincial government;
- Professor Tettey remarked that he was pleased with the response to the Call for Nominations for UTSC Strategic Planning Working Groups, and that the strategic planning exercise was progressing well; and
- Professor Tettey reported that the Designated Smoking Areas (DSA) were being utilized appropriately and that very few infractions had been reported since the new *Smoke-Free Policy* took effect on January 1, 2019.

A member asked how the University's student financial aid was distributed. Professor Tettey explained that the funds were distributed based on students' financial need in the form of bursaries.

In response to a comment regarding the changes to OSAP a member asked whether the University would step in to assist students whose net family income exceeded \$140,000, but were unable to afford tuition fees. Professor Tettey remarked that UTSC would continue to offer financial support to students in need.

A member commented on the changes to OSAP, which eliminated the six-month grace period after graduation, and encouraged the administration to continue to offer employment preparation resources to students. Mr. Pouyat commented that the Academic Advising and Career Centre hosted a number of career fairs on campus, and he also emphasised that through work-integrated learning opportunities students were developing valuable skills to prepare them for employment after graduation. In addition, Professor Gough remarked that UTSC offered robust co-op programming, which assisted students with obtaining employment during their time at UTSC and after graduation.

**6. Update on the UTSC Strategic Plan, Presentation by Wisdom Tettey, Vice-President and Principal, UTSC & Andrew Arifuzzaman, Chief Administrative Officer**

The Vice-Chair invited Professor Tettey and Andrew Arifuzzaman, Chief Administrative Officer, to present<sup>4</sup> updates on the progress of the UTSC Strategic Plan. The update included the following highlights:

- The title for the UTSC Strategic Plan was *Inspiring Inclusive Excellence (2019-2024)*;
- For clarity, the purpose of the UTSC plan and the nature of strategic plans, in general, were discussed. Details and information regarding the structures supporting the Plan and the process that would be followed were shared. The relationship between the Strategic Plan and the implementation plans (e.g. Academic Plans, Service/Admin/Capital Plans, Campus Plans, and Annual Budget) were also discussed;
- With eight working groups established, orientation sessions would be organized for members. The working groups would deliberate on identified priorities, consult with relevant groups and individuals, make recommendations, seek feedback, and then submit final reports to the campus executive team in the summer. Once approved in principle in the fall, an implementation plan would be developed. Score cards and annual reporting would be in place to ensure accountability.

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**CONSENT AGENDA**

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

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

**7. Report of the Previous Meeting:** Report Number 32- November 20, 2018

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

**9. Reports for Information**

- a) Report Number 33 of the UTSC Agenda Committee (January 21, 2019)
- b) Report Number 34 of the UTSC Academic Affairs Committee (January 15, 2019)

**10. Date of the Next Meeting** – Thursday, March 7, 2019 at 4:10 p.m.

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<sup>4</sup> Presentation- Update on the UTSC Strategic Plan, Presentation by Wisdom Tettey, Vice-President and Principal, UTSC & Andrew Arifuzzaman, Chief Administrative Officer

## **11. Question Period**

No questions were raised.

## **12. Other Business**

The Vice-Chair advised members that the University governance elections were well underway. He encouraged administrative staff, students and teaching staff members to vote in the upcoming elections (Monday, February 4, 2019 at 9:00 a.m. to Friday, February 15, 2019 at 5:00 p.m.), and to encourage fellow colleagues and peers to do so as well.

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The meeting adjourned at 1:57 p.m.

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Secretary

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Chair

February 6, 2019



## Overview of the CSS Process

January 30, 2019



## Budgets that follow CSS Process

- Student Services Fee budget
- Health & Wellness Centre budget
- Athletics and Recreation budget



## CSS: Council on Student Services

The CSS is described in the Policy on Compulsory Non-Academic Incidental Fees known as the '**Protocol**' and is the responsible body of students involved in decisions to increase fees.

The following fifteen(15) student members shall be voting members of the Council; they must be eligible for registration at UTSC.

- Presidents of the Graduate Students' Association Scarborough (GSAS), Scarborough College Athletic Association (SCAA), Scarborough Campus Students' Union (SCSU), Scarborough Campus Residence Council (SCRC)
- Vice President Academic & University Affairs, Vice-President Equity, Vice-President External of the SCSU
- Seven (7) undergraduate students appointed by the SCSU to represent full-time and part-time UTSC students - none of whom serves on the SCSU as a voting Director, officer, or permanent full-time staff. One should be an International student and one should be a Resident student
- One graduate student, appointed by the GSAS, to represent graduate students at large



## The CSS Process

- Presentations by departments followed by Q&A
- Advisory groups meet for each department
- Finance Committee meetings
- Budget preview meeting and presentations mid-January to CSS student voters ( **Tuesday January 15, 2019** )
- Additional meeting held as necessary to answer questions and provide information
- Final Budget Presentation and Vote ( **Thursday January 24, 2019** )



## CSS Budget Vote

- All members have a vote
- Only the student vote determines the outcome
- A simple majority of student votes required to pass a budget



## When a Budget Vote Fails

- The Administrative Assessor is permitted by *the Long-term Protocol on the Increase or Introduction of Compulsory Non-Tuition related Fees* (The Protocol) to recommend a fee increase to the appropriate governing body (Campus Affairs Committee and Campus Council).
- The recommended fee increase is based on the calculated UTI, and applicable CPI used in the university's long range budget projections, assumptions, and strategies.
- The recommended fee increase **CANNOT** be greater than the UTI or CPI increase. The highest of UTI or CPI can **ONLY** be implemented as a **temporary 3 year increase** while the lesser of the two is a permanent increase.



### CPI (Definition- Student Services)

CPI is the inflation factor equal to the **Consumer Price Index** as described in the University of Toronto's Long-range Budget Projection Assumptions and Strategies (or its equivalent).

### UTI: University of Toronto Index

UTI is an **indexation of a service's fee**

- Accounts for changes in salary and benefit costs, revenue from other sources, occupancy costs, and changes in enrolment.
- Calculated separately for each service's fee.



## Permanent and Temporary Increases

### Permanent increase:

The lesser of the UTI increase or the CPI increase.

And

### Temporary increase (up to 3 years):

The greater of the UTI increase or the CPI increase.

Examples:

|            |           |                                  |                                  |
|------------|-----------|----------------------------------|----------------------------------|
| UTI = 3.6% | UTI > CPI | Permanent Increase<br>CPI = 2.0% | Temporary Increase<br>UTI = 3.6% |
| UTI = 1.3% | CPI > UTI | Permanent Increase<br>UTI = 1.3% | Temporary Increase<br>CPI = 2.0% |





These provisions of the Protocol allow services, programs, and overall operations to avoid jeopardy, and to be maintained, but does not provide the financial framework for any substantive expansion in growth of programs and services.



## Approval Process Summary



## Administrative support of the process

- Strongly supported by Campus financial services team
- Departmental and Student Affairs business officers
- Tri-campus Input



## Other Business to come before CAC

- Student Society Fees
- Ancillary Student Housing and Residence Life operating plan



## Student Society Fees

- Collected by University on behalf of student societies
- These are also compulsory non-academic incidental fees



## Student Societies

- Student Organizations accountable to particular constituencies
- Examples at UTSC include the:
  - Scarborough Campus Student Union (SCSU)
  - Scarborough Campus Athletics Association (SCAA)
  - Scarborough Campus Residence Council (SCRC)
  - Fusion Radio
  - The Underground



## University's Assumed Obligations to Students

- To ensure societies function in an orderly and democratic fashion
- To ensure funds are properly accounted for



## Society Requirements

- To have constitutions
- Bylaws must have provisions for regular financial reports, annual audits and access to records for members
- Appropriate accounting and financial procedures must be adhered to



## Oversight Role : Office of Vice Provost Students

- Fee collection process and related accountabilities
- Fees are first vetted through the Vice Provost Student's office prior submission to CAC, to ensure proposed increases are appropriate and adhere to the rules governing fee increases for the various societies, such as limits imposed by referendums.
- Many student society fees are increased by CPI which for student societies are defined by Year-over-year change in consumer prices for Ontario as measured by Statistics Canada (December-over- December) as of December 31 of the previous year. (*Policy for Compulsory Non-Academic Incidental Fees*)
- Department of Student Life & Office of Student Affairs liaises between Student Societies & Vice Provost Students to assist in coordination of the process.



## Student Housing and Residence Life

- An ancillary operation that must be financially self sustaining
- Reports through Student Affairs but as an ancillary, is part of the ancillary operations process under the CAO and will come to CAC under the ancillaries umbrella



## Contact Us



Deanstuaff\_UTSC



<http://uoft.me/utscstudentaffairs>



## Seneca Access Assessment

William A. Gough  
Curtis Cole  
January 30, 2019  
UTSC Campus Council

## Seneca FT Agreement

In 2012, UTSC and Seneca signed a facilitated transfer agreement, renewed in 2018

### Three programs:

- College to University Pathway (Seneca)
- Redirect Pathway (UTSC)
- Second Chance (UTSC)

Students spend up to 2 years at Seneca earning 6.5 FCEs toward a UTSC degree

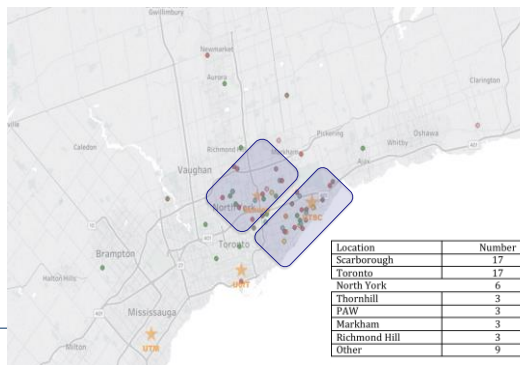
61 students have participated since 2013

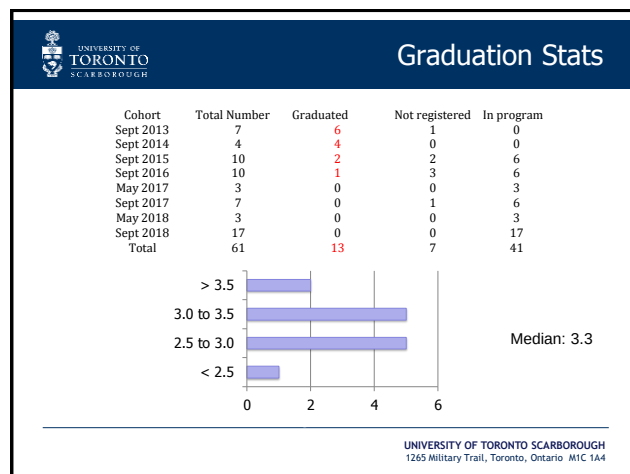
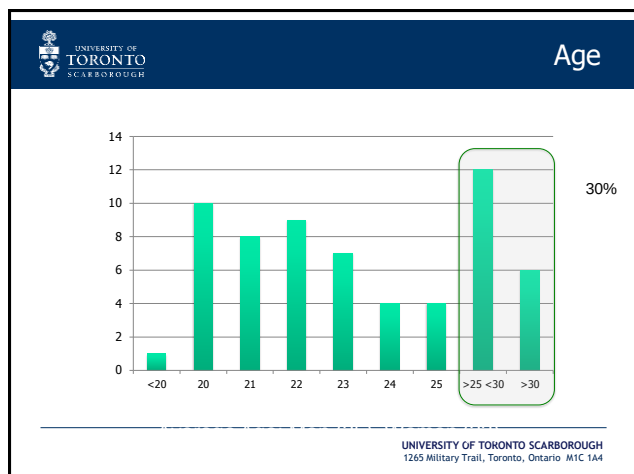
## Cohorts

| Cohort    | Total Number | Liberal Arts (LAT) | Arts & Science (ASU) |
|-----------|--------------|--------------------|----------------------|
| Sept 2013 | 7            | 7                  | 0                    |
| Sept 2014 | 4            | 4                  | 0                    |
| Sept 2015 | 10           | 10                 | 0                    |
| Sept 2016 | 10           | 9                  | 1                    |
| May 2017  | 3            | 0                  | 3                    |
| Sept 2017 | 7            | 4                  | 3                    |
| May 2018  | 3            | 1                  | 2                    |
| Sept 2018 | 17           | 2                  | 15                   |
| Total     | 61           | 37                 | 24                   |

31 Women, 30 Men

## Geographic Distribution





## Assessment

Student performance and completion rate is excellent

Accessing an older cohort

Not clear on success in attracting targeted underrepresented groups

Need student self-declaration for assessment

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## Next Steps

Connecting with Seneca

Increase enrolment?

Monitor Centennial first cohort

Expedite Loyalist Agreement

Explore more colleges

Durham College (PAW)

Fleming (Lindsay, Peterborough, Cobourg)

St. Lawrence (Kingston, Prescott, Brockville)

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## Update on UTSC Strategic Planning Exercise

Presented to UTSC Campus Council  
January 30, 2019

by  
Wisdom Tetey and Andrew Arifuzzaman

## Inspiring Inclusive Excellence – UTSC Strategic Plan (2019-2024)

## Purpose of Strategic Planning Exercise

The purpose of the exercise is to **augment the University of Toronto's global stature** as a result of a **participatory process** to develop a **shared and coherent plan** for a **bold future of inclusive excellence** for our campus - one that offers a breadth of **high quality and accessible programs**; **attracts and inspires the best minds** from everywhere; has a **reputation for global prominence** in several unique areas of scholarship; and **leads partnerships** that connect communities, generate solutions, and enhance social justice.

## Role of Strategic Plan

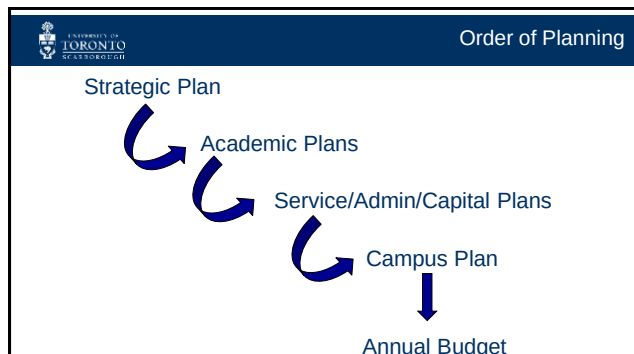
### Does:

- Set direction of the organization
- Identify objectives
- Identify key desired outcomes
- Articulate values to achieve objectives
- Prioritize resources
- Articulate key measures of success
- Unify planning objectives
  - e.g. *Towards 2030* and President's *Three Priorities*

### Does not:

- Develop detailed operational plans
- Develop detailed resource allocations
- Set in stone detailed plans
  - instead sets direction and values so we can be nimble and flexible in uncertain/changing environments
- Create exclusive groups
  - instead engages entire community in ownership





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- ### Structures and Terms of Reference
- Steering Committee
  - Coordinating Committee
  - Project Liaison Group
  - Strategic Decision Support Team
  - 8 Working Groups (WGs)
    1. Research and Scholarly Excellence
    2. Community Connections, Partnerships, and Networks
    3. Indigenelty Working Group
    4. Equity & Inclusion Working Group
    5. Healthy Learning and Working Environment
    6. Collaborative, Synergistic, and (Inter)disciplinary Academic Programs
    7. Transformative Teaching and Learning
    8. Institutional Processes and Structures

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- ### Process and Next Steps
- ☐ Nominations for working groups
  - ☐ Establishment of WGs
  - ☐ Orientation
  - ☐ Consultations
  - ☐ Recommendations
  - ☐ Iterative Feedback
  - ☐ Finalize for Endorsement
  - ☐ Implementation Plan
  - ☐ Score Card and Annual Reporting for Accountability
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Questions?

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