1. **WELCOME**

Speaker Alexander Leggatt welcomed Council members to Council and Principal Donald Ainslie informed council members that, barring an emergency, the reserve date of April 25, 2014 would not be needed.
2. **MINUTES**
   - On a motion duly moved by Andrea Williams and seconded by Thomas Keymer, it was resolved that the minutes of the January 31, 2014 College Council meeting be approved as distributed to members. Approved nem.con (unanimously).

3. **BUSINESS ARISING**
   There was no business arising from the January 31, 2014 meeting.

4. **PRESENTATION: David Cameron, Dean, Faculty of Arts and Science**
   Speaker Leggatt introduced Dean Cameron to Council members and welcomed him to Council.

   Dean Cameron explained that he was recently interviewed for a departmental newsletter, and one of the questions was about the changes at the university over the past two or three decades. Unprepared, he found himself saying it has changed in 3 ways: it has grown increasingly bureaucratized; placed a greater and unequivocal emphasis on excellence; and has become more international and global in its outlook and practices. There has been an increase in international students, and with its welcoming of international grad students (of which there would be more if there was greater governmental funding), its growing research networks, and the way we assess our accomplishments as a university, we think of ourselves more in the international context than in the Canadian context.

   Within this context, Dean Cameron discussed the Faculty budget. What has not changed at UofT is that, from a budgetary perspective, it has always been tough, and continues to be tough, despite modulations. Dean Cameron said that being involved in the budget in the last 8 years has been quite a remarkable experience. The budget is “always doing and never done”; there is always new information and new factors to be taken into account in the budgetary process. One example is the governmental decision to alter the arrangements of program fees, which, when implemented, will have a significant impact on our revenue position. There have been a series of surprises as this year has gone on, to try and frame the budget for next year. Within a $2 billion budget, the most recent shock was within the last couple weeks, when a 6 million negative variance, which could not have been forecast, was discovered. As a consequence, the faculty budget and appointments committee meetings have been delayed. As a faculty, there are few levers or possibilities to respond to these changes.

   The province has put a cap on the program fees for tuition students. The alternatives to address this gap are fairly limited. One alternative is to increase yet more the overall intake of undergraduate students, another is to potentially raise the international student tuition fee, which is substantial, and a third would be to expand the intake of our international students relative to the overall student body. Looking at the big levers, those are the ones that are most available to the faculty at this time.
Raising international tuition fees, even if we wanted to, could not be done for the coming year - they are fixed a year in advance. Raising the number of incoming students would consequently raise the student-faculty ratio, and the faculty is already straining at the seams. In earlier budget plans, a marginal increase in the overall intake was provided for, but there is little disposition to do anything further on that if it can possibly be avoided.

The primary way to address in some measure this challenge is to increase the intake of international undergraduate students more than originally planned. This would be consistent, in the Dean's mind, with the academic mission of the university. Having a significant portion of students from outside of Canada enriches the academic community. This is both desirable on academic and financial grounds, and will likely be one of the ways in which the Faculty responds to the challenge of the budget.

The Budget Committee is meeting next week to decide how to proceed. The faculty appointments committee meeting, which identifies how many faculty members Arts and Science will be able to search for in the coming year, will follow. The academic searches are a matter of concern for academic units, as it affects access to courses and the student-faculty ratio. The Faculty Appointments committee hopes to preserve appointments at about the pace that has been in operation over the past several years.

Dean Cameron moved on to discuss the priorities that have emerged from the external review of the Faculty of Arts and Science. The report was largely positive, with the external reviewers amazed by the size, complexity, and the decentralization of the university. This, the Dean suggested, perhaps connects with President Gertler's installation remarks about the university “defying gravity”, exceeding expectations, and doing well on international rankings, despite restrictions.

Current issues of concern for the faculty are giving priority to large classes, to try and ensure that institutionally as much support as possible is provided so that those classes can be offered as creatively and effectively as possible, as an educational experience. The faculty wants to expand graduate enrollments and improve the graduate experience. One note of concern is to have more international graduate students. Currently, governmental support is not in place, the province has been putting a strong emphasis on recruiting domestic grad students. Everybody recognizes that there is not currently an optimal mix of domestic to international students at the graduate level, a gnawing problem which remains unresolved. University administration is trying to persuade the government to find a way of adjusting its plan to accommodate international students more effectively.

Another major area of concern is the student experience of international students, which relates to the growing proportion of undergraduate international students. The international students come here from many different sources, with different cultural-linguistic bases, sometimes with little experience of Canada, and it is important from every perspective to provide these students with the supports that they need, and to provide them with the optimal experience while they are here.
Dean Cameron moved on to discuss the role of the Colleges in FAS. With 26,000 students it is difficult to imagine the Faculty without the colleges. The colleges break down the academic, student, and human experience into bite-size bits. This year, the Dean attended nearly all of the orientation sessions of the colleges. The diversity of the colleges and how they handle orientations uniquely is fascinating, and it illuminates the level of decentralization. Some colleges have convocations as part of the orientation. Through residences, counselling, interdisciplinary programs, and other means, the colleges are a form within which students can lead extra-curricular life. The Dean experienced this personally through his daughter who lived in residence for several years. The outside-of-the-classroom experience is embedded in college life. The colleges broaden, deepen, and humanize the experience in the larger life of the university. In thinking about college initiatives: in conversation with the principals, the graduate dimension of student life could be expressed more fully in the college context.

The colleges are critical institutions in providing supports for international students. Those students are increasingly important within the university in general, and I hope within the colleges. One current proposal is to develop a summer session of the IFP program out of New College and now UC, as well as the UT Prep program.

Dean Cameron opened the floor for questions.

Renee Tarantino asked how increasing the number of international students will affect entry for domestic students. Will there be a cap placed on entry for domestic students?

The Dean responded that the faculty treats all applicants as part of one pool and makes decisions on the basis of the best candidates within the pool. At least at the application stage, this aligns well with taking in a larger ratio of international students. In recent years there has been a softening of applications from Ontario student pools, with a simultaneous increase in international applicants. The Faculty has been able to take in increasing number of students at increased tuition fees and with increased quality. Increased international students would not challenge access or the quality of domestic students.

Andrea Williams asked what are the ways that we can support international students, especially English language learners, given their cultural and linguistic diversity?

The language barrier is a real challenge in the classroom, and with larger numbers, the recruitment of international students who have the linguistic component becomes important. IFP helps to bring in those who are able to keep up linguistically. There are programs in place to bring students in and to help these students while they are here. The challenge will be to keep up with these demands. If necessary, IFP could be expanded.
David Townsend asked if there has been a noticeable increase or decrease of applications from US students.

Dean Cameron responded that there has not been a substantial shift. In a large sense, because of the funding realities, as we pursue down this path, there is an increasing risk and vulnerability with a financial reliance on a major source of international students. When you look at who comes to UofT, the biggest pool by a vast amount comes from China. Internationalization, and the benefits of it, comes from diversity, and it is important that we broaden the pool that we look at. Many international students actually come from already within Canada, at private schools, for example. The biggest pools are Canada and China for international students. The international students that apply via Canada are also often Chinese students. One of the things that is needed is greater analysis than has been done so far. 40% of international students come via Canada, and those students must be quite different in their experience, from those coming directly from abroad and from those who are Canadian citizens. A greater effort is required to understand the students that we are dealing with and find about their experience. Students themselves are our best ambassadors if they have had good experience.

Sean Hawkins asked what $6 million looks like in terms of extra international students? Is this just the first way to deal with the financial gap?

The Faculty is looking at an increase of 1 or 2% beyond our forecast increase. This idea is working on an assumption of that magnitude, sustained throughout the five-year planning cycle. The enrolment numbers would be going up slightly more than we would have done initially, then sustaining ourselves at that level going forward.

Vice-Principal John Marshall noted that individual departments may not perceive this range if they are in particular disciplines where the landscape tilts in terms of who applies to that program (for example, enrollment for biology versus “Swedish studies”). What will be expected of departments that are heading uphill as we move forwards; those who might draw less international students.

One area that the Dean mentioned is of concern, at the level of international recruitment, is a relative decline in interest in the humanities. This is apparently a North American phenomenon and a concern of the Faculty. Dean Cameron’s suspicion is that students who are thinking about coming to university are not really thinking about UofT as the humanities powerhouse that it is, and may perceive the school as a computer science or medicine school. What is necessary is a better understanding of what the university has to offer in that area, and how the humanities map onto post-educational success. There are not really clear answers at this point, but it is a reality that needs some consideration.

Principal Ainslie mentioned that at the November Council meeting Suzanne Stevenson, Vice-Dean, Teaching and Learning made a presentation on STEP forward initiatives, but there has
not been any announcement yet. With budget tightening, do we have a sense of what will be happening with STEP proposals?

Dean Cameron said that the decisions have been delayed due to the budget changes, but they are close to being announced.

5. REPORTS
Update from the Principal

Principal Ainslie began by congratulating UC members on their recent achievements: Emily Gilbert has received an Arts & Science Teaching award. Elizabeth Harvey won the Northrop Frye award for faculty who make connections between their teaching and research. The Writing Instruction for TAs (WIT) project, which Andrea Williams is the coordinator of, was also awarded a Northrop Frye award. Semra Sevi organized the “Pie a Prof” fundraiser which raised money for War Child Canada to protect and educate Syrian child refugees in Jordan (Political Science professors and Victoria College president volunteered to raise money; whoever raised the most money was spared from getting pied).

Principal Ainslie updated council members on the academic searches that University College is involved in. An offer has been sent out for the Richard Charles Lee Chair in Chinese Canadian Studies, with back-up candidates in line. UC is in negotiations with the candidate, and the College is optimistic to fill the chair this year.

The CogSci and Psychology search has had one finalist has been in. The next visit is upcoming.

In terms of the changes at the Art Centre, Council members may recall that an ad hoc committee recommended to the Provost that UTAC federate with the Justine M. Barnicke Gallery. The Provost has struck a search committee for the director position. The search is currently underway and nearing completion; it is hoped that the results will be announced soon.

Principal Ainslie updated Council members on the building projects. The Centre for Drama, Theatre and Performance Studies will be moving to the UC Union building this summer. Drama is moving forward with relocating administrative functions into the vacated space on the 2nd floor of the Union building. This will house all of the Drama offices within one main site, which was the goal all along. The Front and Long Rooms will become bookable space, with Drama to be booking them as well, since they often want small rooms for rehearsals.

Principal Ainslie updated council members on searches for UC Program Directors. Emily Gilbert is reaching the end of her term as Canadian Studies Director and is not interested in a renewal of this appointment. Similarly, Jim John is at the end of his term as Cognitive Science Director. Antoinette Handley seems likely to step in as Acting Director of Health
Studies for six months while Sarah Wakefield is on leave, from Jan. 1 – June, 2015. The College has lined up a candidate for the CogSci Directorship and is currently awaiting decanal approval. The search for a Canadian Studies director is ongoing.

- On a motion duly moved by John Marshall, and seconded by Matthew Mohan, it was resolved that College Council thank Emily Gilbert for her outstanding service as the Director of the Canadian Studies Program from 2009-2014. Her dedication to mentoring and developing the capacities of students, her generosity with her knowledge and willingness to take administrative responsibility and implement great ideas has brought Canadian studies to a position of real strength. These qualities have also served the UC community more broadly in the development of UC One and the life of the college. Approved nem.con.

- On a motion duly moved by John Marshall, and seconded by Andrea Williams, it was resolved that College Council thank Jim John for his dedicated service as the Director of the Cognitive Science Program from 2009-2014. Jim stepped in to lead the program through a period of uncertainty that was transformed into a period of real growth and development for Cognitive Science. He was a crucial contributor to the return of Cognitive Science to UC and demonstrated great dedication to the program in its first year at UC.

Principal Ainslie informed council members of the public lecture series for 2014-15:

- **Alexander Lectures:** Steven Connor, Grace 2 Professor of English at Cambridge  
  o Oct. 1 2014 public lecture
- **Stubbs Lecture:** Elaine Scarry, Walter Cabot Professor in the English Department at Harvard  
  o Oct. 22 2014 public lecture
- **Graham Lecture:** Brian Schmidt, Nobel-prize winning astrophysicist from ANU  
  o Nov. 19 2014 public lecture
- **Teetzel Lectures:** Carmen Bambach, Curator of Drawings and Prints at the Metropolitan Museum in New York  
  o March 4, 2015 public lecture
- **Priestley Lectures:** Louis Menand, Anne and Robert Bass Professor in the Department of English at Harvard  
  o March 18-20, 2015 public lectures

The Landmark Committee held a meeting hosted by the city to discuss a plan for a two-way bike lane Harbord/Hoskin. Their plan was to put a two-way separated bike lane on the north side of Hoskin. The Landmark Committee requested that the city present the plan, and their first point at the meeting was the original plan did not make sense. A new plan is in early stages and the Landmark Committee is in ongoing discussion with the city. A call for proposals is being issued for landscape architect and planner for the green spaces around UC.
Update from the President, UC Lit
Nishi Kumar, President, UC Lit, began by updating Council members on the Student Societies Summit. At the last time Council meeting, the summit was ongoing. This year’s session has been wrapped up for now. There will likely be further discussion(s) into the next year or perhaps several years. No one expects a speedy resolution to the issues experienced by campus groups. The Summit, however, has been useful for the Lit’s relationship with other campus groups, and has been helpful to evaluate the best practices for a student group. It has allowed the Lit to learn from other groups, and get a glimpse into how they govern. A report from the Summit will be sent by the faculty delegates to the summit participants, sent to the Vice-Provost and brought forward to Governing Council, which will hopefully make some policy regulations, to better define the responsibilities of campus groups to students. It would be constructive to have more rigid guidelines on policies and constitutional procedures. Nishi gave a big thank you to Principal Ainslie and the other Summit faculty members for facilitating discussion at the meetings.

A few weeks ago the UC Lit ran a building levy referendum asking students if they would support renovations of the student spaces on campus. The vote required a two-thirds majority to pass the motion - 66.7% - and, we received 65%. The referendum was short by just seven votes, and unfortunately did not pass. Next year’s UC Lit exec has expressed interest in holding the referendum again, and hopes that it will be a success next year.

Nishi gave her congratulations to the new Lit board, with the elections process just completed yesterday: Leo Chen and Eric Schwenger are the new president and vice-president, respectively. Finally, Nishi expressed her thanks for inclusion on College Council, noting that it was a privilege to participate in the meetings.

Melinda Scott - move a motion resolved 2013-14
seconded by Donald Ainslie. approved nem.con.

Update from the Registrar
Associate Registrar Ryan Woolfrey delivered the report. Registrar Shelley Cornack sent her regrets, as she was attending a celebration for the retirement of Sally Walker, the New College registrar.

Last week the Registrar’s office completed the second of three rounds of admissions for September along with admission scholarships. The final round will take place toward mid-May.

The March Break Open House was held last week on Thursday and Friday and while it went well, there are still challenges that need to be worked out so that the event runs more smoothly for the colleges.
The activities in Registrar’s Office will shift to end-of-term activities such as exams, petitions; graduation degree bid checks and LWDs as well as registration and enrollment processes for summer enrollment which begins on April 7th with classes starting on May 12th.

The Registrar’s Office has also begun the first of three subject post information sessions and the Career Centre will also be holding workshops through this next month. The first session was held during College Council.

UC expects to see approximately 700 students graduate in June.

The Registrar’s and Dean’s offices have begun working on Welcome and Orientation events for the coming summer including UC Day.

The Registrar will be working on in-course awards in July for disbursement in September and admissions scholarship reversions will take place in mid-September for late September disbursement.

The Registrar’s and Dean’s offices have met to determine Cressy and Leadership awards and the Scholarship Committee has also met and approved the following new award and two amended awards which we are now bringing forward for UC Council approval. This award information was circulated with the agenda for Council.

- On a motion duly moved by Ryan Woolfrey and seconded by Melinda Scott, it was resolved that University College Council approve the new Eunice Croll Moukley Award Fund and the two amended awards as proposed by the UC Scholarship and Bursary Committee. Approved nem.con.

**Update from the Chief Administrative Officer**

CAO Yvonne MacNeil began with an update on the Back Campus construction. Back Campus has been a very difficult project, and the weather didn't help this year. There will be a lot of construction going on around campus coming up this year. The College has received an updated construction schedule, though it is subject to constant changes. For April, the plan is back filling of the field, with the construction of the playing surface in May. Central office will inform the College of any changes. This blurb is being distributed to the College through the UC Announcements. If you have any questions, please bring them to the CAO or Dean of Students.

**Update from the Director, UC Advancement**

Alumni Relations Officer Alana Clarke delivered the report on behalf of the Director of Advancement. Naomi Hood is currently on her honeymoon in St. Lucia. The Advancement Office is working on staff and faculty campaign for the building projects. Julia Rodriguez will be launching the staff campaign, and Philip Sohm the faculty. The Advancement office has met its goal of $5.9 million, with a month still left in the year. Today is Jim Lawson’s last day at UC, he is moving on to a new position with the Division of University Advancement. He
will be at the End of Term party to celebrate his departure. Alumni of Influence nominations are open until April 4. On March 27 is the first series of book club meeting which Acting UC Librarian Amber Allen has been organizing with Alana Clarke. About 35 alumni are expected to attend. Spring Reunion is scheduled for May 29. The Advancement Office is holding the Stress-Free Degree with tea. Scot Wortley will speak on Youth Crime in Canada. The new UC Magazine is available, and some copies were made available to Council members. The magazine will be mailed to alumni on March 28.

Principal Ainslie noted that the magazine includes a feature on the Dog Day in the Quad, with professional dog photos. A UC alumnus photographer took pictures of dogs which are included in the magazine.

Update from the Dean of Students
The 2014-15 don hiring process has concluded, and offers have been made. Summer dons and porters are being hired. The 2014-15 hiring is about to begin as well. A new option for res students is available this coming year: students can apply to live in living-learning communities (LLCs). LLCs have been common elsewhere, but this will be the first time that they are available to UC students. LLCs are an opportunity for students who share common interests to live in a community that fosters those interests. Some of the LLCs are: “Health and wellness”, “global perspectives”, “arts and culture”, “life science”, “humanities and social science”. They have been implemented out of recommendations from the Residence surveys and feedback from dons. 2014-15 will be the pilot year to see how it goes, and in the coming years the program will be reevaluated. Summer residence applications are being accepted. Morrison and Whitney Halls are open for students who are on campus in the summer. Sir Dan’s will be open for groups, like the IFP program and UTS in the summer.

There have been three successful student-faculty dinners this term. The Student Life Office is continuing to assess the event, but thus far they have been successful. The UC Merit awards were presented last week. These awards recognize graduating students who have made a significant contribution to UC or its programs. Several award winners were sitting at the table for College Council.

Update from the Vice-Principal
Vice-Principal John Marshall gave an update on the activities within UC Programs. UC One is preparing for its end-of-year poster session in Croft, on the model of an academic conference. The programs are awaiting a response to the STEP proposals submitted earlier this term.

The Canadian Studies end-of-year conference has wrapped up with a great number of student papers presented. Professor Siobhan O’Flynn helped to organize the “Toronto is Trending” lecture that was held on March 27. Health Studies’ student showcase is being held March 28, were students will present work from this past year. The program will also be launching Health Perspectives, the undergraduate student journal. Sexual Diversity Studies has a number of upcoming events: Student Colloquium on March 28, Over + Out
6. **BUDGET UPDATE** (3:00)

   - Provincial and University Context (Ainslie)

Principal Ainslie began the budget presentation with the provincial and university context. He noted that the presentation was adapted from Scott Mabury’s (Vice President, University Operations) presentation to the Principals and Deans. (The presentation is attached to the formal record and available upon request).

The current Provincial deficit is making it tough for universities. Interest rates are low, but pensions depend on interest, which is really hurting the university at the moment. Low rates make it look like the university is far behind on pension savings for staff and faculty. As such, more money from the budget needs to be put away into pensions. The declining dollar has mixed effects, but one consequence is that it makes recruitment more expensive. The current provincial framework treats all Ontario universities identically. UofT, Nippissing, Trent, major research institutions and smaller universities, all receive the same funding per student. The Province is looking into changing this to a system, and has asked the universities to write mandates to present to the province. The different universities are trying to negotiate their mandates in a way will encourage differential treatment based on the mandate. UofT is the flagship university in Ontario and a research powerhouse, which will hopefully secure beneficially results, rather than keeping UofT on a par with less research-intensive universities.

Discussion ensued.

Sarah Wakefield asked about student support and bursaries, wondering if there is a sense of how UofT is performing at the undergraduate level? The minimum funding packages offered to graduate students, may colour the overall statistics quite a bit.

Principal Ainslie responded that the percentage of undergraduate support overall is higher than any other university in the province.

Rick Salutin asked for clarification on the provincial operating grant money: the reason it has declined over the years is because it has stayed the same in dollar terms? Yes, the dollar amount has remained the same, despite inflation, and has not changed since the 90s. Ontario provides worse funding for universities than other provinces and most US states. The incentive from the province is solely "take more students".

CAO Yvonne MacNeil gave Council members an update on the University College Budget (see attached).
This year the budget is somewhat stable for a change. In 2012-13, the significant change was that Drama moved out to another dept. There were also some administrative changes in staff, and USW did a reevaluation that required much back pay. In 2013-14 there was another academic change when SDS took over its own budget, and CogSci returned to UC.

Each year we must generate about 1.2 million beyond the FAS base budget. Over the past few years, we have changed the budget process, and tried to make it more open and transparent. Program directors are more involved in the planning of the budgets, and it is a team effort. The result is more clear budgets. UC has also moved activities that were outside the budget back into the budget. Each program has an operating budget, at the year’s end dipping into the trust accounts. We look at what it will cost overall to fund the program, including events, lectures, conferences, etc. This seems to be working well, and we are now able to say "this is the amount we need to come up with for this year."

Overall, there are some changes, but some stability.

7. OTHER BUSINESS

Principal Ainslie reminded Council members that, barring an emergency, the reserve date will not be necessary. The Principal issued a thank you to everyone who served on College Council. If anyone has ideas on how to improve the operations of Council please let the Principal's Office know.

8. ANNOUNCEMENTS

- Priestley Lectures – Professor Joan Scott, Harold F. Linder Professor of Social Science, Institute for Advanced Study, Princeton University – March 26, 27, 28, 2014
  - “The Politics of Secularism”
  - “I. Women and Religion” – March 26
  - “II. Reproductive Futurism” – March 27
  - “III. Indeterminacy” – March 28

University College End of Term Reception – Thursday, April 3, 2014, 4:30pm

Bonham Centre Awards Gala – Thursday, April 24, 2014, 6:00pm

9. ADJOURNMENT (3:30)

On a motion duly moved by Ryan Phillips, and seconded Semra Sevi, the meeting was adjourned. Approved nem.con.

Next College Council Meeting – Reserve date: Friday, April 25, 2014, 2:00-4:00pm