



# UNIVERSITY COLLEGE

UNIVERSITY OF TORONTO  
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**College Council**

**Friday, March 12, 2021 1:30-3:30pm**

**Zoom**

**Present:**

Markus Stock	Emily Gilbert	Siobhan O'Flynn	Paul Hamel
Ryan Woolfrey	Naeem Ordóñez	Yvonne MacNeil	Gabrielle Fournier
Naomi Handley	Jerry Plotnick	Liam Bryant	Erika Bailey
John Marshall	Yang Xu	Jane Wolff	Djanet Sears
Michael Cobb	Pia Kleber	Sylvia Bashevkin	Rick Salutin
Maricar Velasco	Lori MacIntyre	Shuo Yang	Anica Butters
Joshua Bienstock	Juliana Melino	Rafique Van Uum	Julija Pesic

**Regrets:**

John Vervaeke	Tamara Trojanowska	Dana Seitler	Barbara Fischer
Ruth Masuka	Emma Laker	Sarah Wakefield	Seika Boye
Isabelle Cochelin	Keren Rice	Brenda Cossman	Rebecca Lee
Alex Lévesque	Muskan Nagra	Pranay Prem	Vaish Vijayan
Jeannie Yoo	Jason Wong		

**Officers:**

David Klausner	Melissa Szopa		
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**Guests:**

Patrick Keilty	Elizabeth Legge	Jordan MacQuarrie	Yvonne Palkowski
David Palmer	Julia Rodriguez	Emily Sands	Maureen Smith
Michael Widener			

***Quorum (1/3 of College Council Voting Members) – Met.***

**WELCOME**

**1. College Council Zoom Protocol**

(By: University College Council Secretary, Melissa Szopa)

- Please ensure microphone remains muted unless speaking
- ‘Raise hand’ function for seconding motions, and signaling comment or question
- Motions voted upon by using ‘yes’ and ‘no’ buttons, with ‘go slower’ as abstention
- Chat comments monitored by the Secretary

**2. Motion to approve minutes of the meeting held on January 29, 2021**

Motion called by Ryan Woolfrey

Motion seconded by Siobhan O’Flynn

Motion approved unanimously

**3. REPORTS**

**I. Update from the Registrar, Ryan Woolfrey**

***Staffing Updates***

- Claire Skinner, Financial Aid & Awards Advisor, starting parental leave on March 15 – today is her last day in office until return in Sept. 2022
- Kathleen Martin has recently joined our office on an 18-month contract covering duration of Claire’s leave
  - Kathleen comes to us from Faculty Registrar’s Office in Arts & Science, where she oversees departmental, faculty, and decanal research award administration
- Accessibility Services adding new part-time On Location Accessibility Advisor to help address needs of UC students – Michael Mercer joined sUccess Commons team at UC earlier this month

***National Scholars Reception – March 1***

- National Scholarship Finalist event was slightly different this year
  - Instead of usual reception in Bissell House, a virtual drop-in session was held on March 1
- One National Scholarship finalist has chosen UC as their college this year
- Our finalist had a chance to connect one-on-one with one of our current National Scholars in this virtual session

***Program Enrolment***

- Academic Advising & Registrar’s Office (AARO) ran several group advising sessions and informational workshops for first year students about choosing and enrolling in programs of study
  - Facilitated by an academic advisor and hosted virtually on MS Teams
  - Additional program enrolment programming was provided by our office to first year students in Morrison Residence and to students in University College First Year Learning Community
- Program Exploration Days in Arts & Science took place on Feb. 23, 24, and 25
- AARO participated in Discover Your Program session on Discord hosted by the Office of the Dean of Students on evening of Feb. 25

### ***Summer Course Enrolment***

- Summer enrolment began on March 1, as did first round of program enrolment
- Nearly all courses will be offered online this summer, with exception of a handful of small laboratory and practical courses that cannot be run online

### ***End of Term Advising***

- As end of term approaches, team in AARO is preparing for a significant increase in demand for one-on-one support and advising similar to Dec. and Jan. time period
- Administrative deadlines, including deadlines for late withdrawal without academic penalty and Credit/No Credit, have been extended by Arts & Science (A&S) to May 7 to allow students to view their final grades before making these end of term decisions

### ***Fall 2021 Admissions***

- Completed third of six rounds in 2021 admissions cycle
- As of today, have admitted approximately 75% of new student population, with majority of remaining students to be admitted next week
- Projected to admit 1,154 students: about 65% domestic, 35% international – approximately 18.5% of total A&S population

### ***Scholarships Update***

- Admission scholarship offers have gone out to newly admitted students for first three admission rounds
  - Have already made over 228 scholarship offers to students, totaling \$300,000, with more offers to come in remaining admission rounds
- Applications for 2021 Leadership Awards closed on UC website at end of Feb.
  - Scholarship Committee will be meeting next week to adjudicate applications and make award decisions
- Graduating Year Award applications have opened on UC website, and will soon be advertised to June graduands and Nov. 2020 graduates, and are due on May 1
  - Scholarship Committee will be meeting during month of May to select recipients for Graduating Year Awards

**For approval:** Three new awards, descriptions of which were circulated with College Council agenda (**Appendix 1**):

**MOTION:** Be it resolved that University College Council approve the following new scholarships that have been reviewed and approved by the UC Scholarship Committee:

- Mary Elson Scholarship
- Bing and Jane Lee Leadership Award at University College
- University College Award in Asian Art History

Moved by Ryan Woolfrey  
Seconded by Michael Cobb  
Motion approved unanimously

## **II. Update from the Principal, Markus Stock** (Presentation attached – Appendix 2)

### ***COVID-19 Updates***

- Acknowledge the one-year anniversary of the COVID-19 pandemic declaration

- Thank you to students, staff, and faculty for hard work throughout year

### ***Fall Planning 2021***

- Recent updates in letter from U of T President and notes from Provost regarding planning for Fall 2021
- Hope and optimism that most courses, student services, and co-curricular activities will be in-person Fall 2021
- Many details being discussed
  - Large classes
  - Large events/gatherings
  - International students' ability to attend in-person
    - Depending on vaccine rollouts
    - Quarantine parameters
    - Student Visas etc.
- Close consultation among Deans of Students and Vice-Provost Students' office regarding residence and room occupancy protections
  - Especially regarding residences with shared washrooms
- Looking at possible third wave in April with new COVID-19 variants

### ***Budget***

- University is in positive financial shape overall despite uncertainties surrounding COVID-19 pandemic
  - Resources continue to be directed towards addressing ongoing challenges as a result of COVID-19 pandemic
- Enrolment remains robust
  - Undergraduate cohort larger than years before
  - Largest international cohort ever
  - Testament to what Colleges have been working on to avoid summer melt
  - Enrolment-related revenues will likely have increased
- Total operating budget for U of T is \$3.12B
  - 4.4% higher than previous year
  - Largest revenue source is tuition and fees
  - Largest expenditure group is faculty and staff compensation
- Balance of funding between tuition and provincial operating grants continues to shift
  - 21% of operating budget coming from provincial government
    - Down from 22% previous year
  - Trend of increasing international tuition revenue
- Ancillary services suffering significant adverse budgetary consequences
  - Felt at college level due to reduced number of students on campus
  - Will likely require deficit spending over next several years
- Student aid expenditures increased slightly
  - Commitment to providing financial aid to students from University
  - Significantly higher than what is required by Ontario's student access guarantee
  - Significantly higher, 58%, than what peers in Ontario are offering students
  - Student aid budget for 2021-22 will increase to \$291M
- Direct entry undergraduate divisions (i.e. A&S) have committed to significant investment in merit-based scholarships for international students
  - Parts of the revenue generated by international students to be paid out to international student scholarship funding
- Student experience remains a budget priority

- Expanded mental health services
- Increased opportunities for experiential and work-integrated learning
- Research experiences for undergraduate students
- Physical and IT infrastructure
- Improving service delivery in areas of academic advising and student success
  - Most pertinent to College

### ***UC Quad Renovations***

- Renovations made possible through major gift by Ed and Frances Clark
  - Gift was recently increased by donors, we are very grateful
- Renovation plans
  - To improve accessibility of Quad, including ramp
  - Needed repairs to walls
  - General update for electrical and A/V outlets
  - New seating on north side of Quad
  - Aim is to retain character of Quad
- Some trees close to wall will have to be taken out; removal approved by City, trees are not doing well
  - New trees will be planted
- To be renamed Clark Quadrangle
- Renovations to start in April 2021
  - Hoping that major construction is completed by Sept. 2021
  - Work will continue until late fall/early winter

### ***UC Campaign Priorities***

(Document attached – see Appendix 3)

- Designed to help formulate UC's campaign priorities and objectives
- Priorities, themes, and initiatives will evolve over course of campaign
- Discussed values, alignment with institutional themes
- How UC fits into bigger picture
  - Identifying synergies within A&S themes and U of T priorities
- Should inspire student, faculty, staff, and alumni
- Consulted with many groups virtually
  - UC Lit Core Executive
  - UC Program Directors
  - Senior Management Team
  - Principal's Advisory Committee
  - Faculty members through Senior Common Room
  - UC Executive Committee
  - UC Sustainability Committee
  - Student Focus Group
  - Art Museum at the University of Toronto (AMUT), Centre for Sexual Diversity Studies (SDS)
    - Ongoing conversations between AMUT and SDS
    - Develop own priorities, but collaborate often
- UC Priorities Document Themes
  - Supporting Academic Success and a Caring Community
  - Equity, Diversity, & Inclusivity
  - Indigenous Education
  - Sustainability & Climate Change

- UC Priorities
  - Student Support
    - Scholarships and Awards
    - UC Student Experience Initiative
  - Programs
    - Support for academic programs, such as Chair in Black Canadian Studies, Chair in Food Systems and Health Studies
  - Enhancing College Spaces
    - In alignment with themes and initiatives
- For any further questions or comments about the UC Priorities document, please email Melissa Szopa at [uc.principal@utoronto.ca](mailto:uc.principal@utoronto.ca)

**Question:**

Regarding fall planning, are there any conversations on the last possible date to notify students and faculty to what extent we can expect an in-person Fall 2021 semester?

**Response:**

*The University has committed to an in-person Fall 2021. The details are not yet finalized. For example, how larger courses will operate. Another major concern is if social distancing measures will still need to be in place. It is hard to tell at this time. There is optimism that an in-person experience will happen in the fall as per communication from the institution (i.e. letter from the President). However, there are many variables. There will be ongoing evaluation by the University.*

**III. Update from the President of the Lit, Liam Bryant**

*Updates*

- UC Lit is hitting its stride regarding community engagement
- Half of new cohort for upcoming council has been hired
  - Second half of council to be hired next week
  - Completely new council on March 21
- Providing employment opportunities for students
  - Part of larger strategy on behalf of UC Lit
  - To engage better with UC students by providing employment opportunities
- Creating internal awards for volunteerism and leadership
  - Robust and transparent awards and bursaries committee
- Equity and student support goals are centering around direct financial supports for students during COVID-19 pandemic and into the future
  - Includes adding eight new positions on UC Lit council
  - Increasing pay of positions
    - \$500-\$1000 depending on position
    - Expected time commitment for position
  - Developed stricter ethics code for contracts
- Annual General Meeting in March
  - Later than usual this year due to difficulties obtaining auditing documents
  - Working on constitutional changes to create more accessible and transparent process for elections
  - Changing positions for more equitable division of labour and more contemporary conception of labour
- Welcome to incoming UC Lit President, Juliana Melino
  - Currently on UC College Council as student representative

*Incoming President of the Lit, Juliana Melino*

- Looking forward to new role
- Priorities as President of UC Lit
  - Accountability of UC Lit
  - Outreach to students, encouraging participation, especially during COVID-19 pandemic
  - To get students excited and interested in what the UC Lit can offer to student experience

#### **IV. Update from the Chief Administrative Officer, Yvonne MacNeil**

##### ***COVID-19 Updates***

- COVID-19 protocols in Food Services and Residences continue
  - New protocols with masking, goggles, and face shields
    - Implementing with staff working in food services and residence
- Only staff working on-site are essential
  - Staff who are not required to physically come to office are working remotely
  - Faculty and staff reminded to use UCHECK self-assessment each time they enter building
    - <https://www.utoronto.ca/utogether/ucheck>

##### ***Staffing Update***

- Cecille Sioulis, Program Coordinator at UC for the last eight years, will be moving to new position at Scarborough Campus
  - Graciously agreed to continue to pick up emails until we have replacement

##### ***UC Revitalization Project***

- Revitalization project is complete
- Working on signage
  - Asking for as much lead time as possible to allow Advancement team to coordinate filming of donor signage installation
- Some moves and cleaning to complete
  - Currently limited staff allowed on site, delaying move

##### ***UC Quad Project***

- Met with construction company, Aldershot
- Met with two principal on site supervisors
- Will be sending out map shortly to show where hoarding will go up, how to enter and exit buildings, and where to send deliveries etc.
- Project expected to run from April – Nov. 2021

##### ***Landmark Project***

- Sir Dan's Quad renovation
- Hoarding will go up shortly
- Hope to have construction finished by end of June 2021

##### ***Financials***

(Charts attached – Appendix 4)

- Total Budget 2021-22
  - Total Funding – \$4,431,416 (100%)
  - Faculty of Arts & Science (FAS) Budget – \$3,411,565 (77%)
  - Other Funding Sources – \$1,019,851 (23%)
- Total Other Funding 2021-22
  - Total Other Funding – \$1,019,851 (100%)
  - Ancillary Overhead Recoveries – \$431,658 (42%)
  - UC Discretionary – \$393,439 (39%)
  - Program Spec Trusts – \$163,300 (16%)
  - U of T Depts Support – \$31,454 (3%)
- Expenses 2021-22
  - Total Expenses – \$4,431,416 (100%)
  - Admin Salaries – \$1,814,200 (41%)
  - Academic Salaries – \$910,610 (21%)
  - Sessional Lecturers – \$304,789 (7%)
  - Teaching Assistants – \$87,030 (2%)
  - Benefits – \$615,398 (14%)
  - Scholarship Funding – \$120,000 (3%)
  - Operating Expenses – \$579,389 (13%)
- Academic salaries expenses have gone up, positive development
  - New academic appointments brought on to UC programs
  - Receive budget transfers for these positions
- Scholarship funding normally subsidized by One Time Only (OTO) transfer received from ancillaries each year
  - Unable to budget this transfer this year
    - Due to COVID-19 pandemic, ancillaries have negative balance this year
  - Chose to keep Scholarship expense item at \$120,000 for 2021-22
    - Hoping to make this by the end of the year
  - Given numbers budgeted for expenses and discretionary funds, should be able to balance budget without reducing scholarship funding that would have otherwise come from ancillary subsidization
- Operating expenses is down about \$80,000 from last year
  - Due to everyone reducing budget where possible
- Year end, not in as bad as shape as anticipated
  - Do not have to deplete as much discretionary funds as originally anticipated
- Ancillary services
  - \$1.2M deficit in food
  - \$3M deficit in residence
- Start budget process in fall for 2022-23
  - Dependent on Fall 2021 semester and if there are many students on campus
- Close off for 2020-21 budget year almost complete
  - Budget in better state than anticipated with COVID-19 pandemic



**V. Update from the Dean of Students, Naeem Ordóñez**

***Residence Operations***

- Preparing to enter transition of Fall/Winter into Summer operations
- Applications open for occupancy in summer residence
- Applications open for students wishing to return for Fall/Winter 2021/2022
- Student life staff providing programming focused on supporting students through final assessment transition

***Staffing Updates***

- Ariel Saffer-Spiro joins us as Coordinator, Student Community Development
  - New role
  - Will prioritize working with commuter student population
  - To support programming around areas of wellness and student support
- Nida Uz-Zaman joins us as Student Life Coordinator
  - Will coordinate mentorship and student transition programs
  - To support student leadership initiatives

***Student Staff Hiring***

- Residence Dons and Community Coordinator hiring process has taken place
  - Confirmations anticipated back by mid- to late-March
- Orientation, Summer Programming, and Transition Programming planning
  - Early stages of planning
  - Discussing pieces around messaging from President
    - i.e. what academic experience is going to look like for students in Fall and Winter semesters
  - Working to ensure supports in place to set up students for success

***Student Leader Recognition***

- UC Merit Award nomination period has closed
  - Recognize graduating student leaders for contributions to college and university community
  - Virtual recognition program for award recipients taking place Thurs. March 18

**MOTION:** Be it resolved Council recognizes the 2020-21 UC Lit members for their hard-work and service to the college and our communities. Be it further resolved this motion be entered into the minutes of College Council.

Motion called by Naeem Ordóñez

Motion seconded by Jane Wolff

Motion Approved unanimously

**VI. Update from the Vice-Principal, Emily Gilbert**

***Updates***

- All three UC programs running smoothly online
  - Thank you to Program Directors
    - Canadian Studies – Siobhan O’Flynn
    - Cognitive Science – John Vervaeke

- Health Studies – Paul Hamel
    - Thank you to all course instructors and students
- Starting to plan for Fall 2021 after President’s announcement that classes will be in-person
  - Starting conversations on what Fall 2021 semester will look like
  - Meetings coming up at A&S for undergraduate leaders
  - Trying to finalize and confirm what Fall 2021 semester will look like as soon as possible; trying to avoid uncertainty and last-minute changes

***Barker Fairley Distinguished Visitor***

- Barker Fairley Distinguished Visitor 2020-21 was Carrienne Leung
  - Accomplished fiction writer
  - Spoke to students in UC One and other courses
  - Working with students one-on-one
- Barker Fairley Distinguished Visitor 2021-22 is Donna-Michelle St. Bernard
  - Emcee, playwright, and agitator
  - Prolific wordslinger, working for change through the arts as a playwright, director, and performer
  - Two-time nominee for Governor General’s Award for English-language drama for *Gas Girls* (2011) and for *A Man A Fish* (2016)
  - Other notable works include: *Cake*, *Sound of the Beast*, *Salome’s Clothes*, *Give It Up*, *The Smell of Horses* and *The First Stone*
  - Leads 54-ology project, which looks at each country of Africa through a different performance piece
  - Currently Artistic Director at New Harlem Productions
  - Has been a speaker in UC One courses in recent years, somewhat familiar with UC students

***Equity Committee***

- Working on forming UC Equity Committee
  - Aligns with UC priorities
- Opportunity to bring students, staff, and faculty together
  - Create statement around equity, diversity, and inclusion at UC
  - Taking stock of what is already being done at UC
    - Looking at what more can be done, and what can be done better
  - Have students, faculty, and staff lined up
    - Looking for a few more people to join

***Black Canadian Studies Certificate***

- Created out of student demand and interest to have more courses that center Blackness and address anti-Black racism, particularly from Canadian context
- In response to number of new hires at St. George campus
  - St. George campus based certificate
  - All certificates are campus specific
- Current initiatives at different universities to create similar types of programs
- Requirements for certificate:
  - Total: 2.5 FCE from curated selection of courses
  - One core course (1.0 FCE) – HIS265Y: Black Canadian History

- One third year course (0.5 FCE) from selection of four 3<sup>rd</sup>-year sources in Canadian Studies, Equity Studies, the English Department, or Women and Gender Studies
- Additional (1.0 FCE) from a list of approx. 40 courses across 20 units across FAS
- Black Canadian Studies Certificate has gone through extensive consultation
  - Siobhan O’Flynn, Director, Canadian Studies Program
  - Markus Stock, Principal, University College
  - Djanet Sears, Assistant Professor, Centre for Drama, Theatre & Performance Studies
  - Funké Aladejebi, Assistant Professor, Department of History
  - Colleagues across all three campuses who teach or research in Black Canadian Studies or Black Studies
- Being reviewed by FAS
  - Received feedback, technical adjustments to be made
- Reviewed and approved by UC Curriculum Committee
- All units where required courses are held are on board with courses being listed as part of certificate
  - English Department, Equity Studies, History Department or Women and Gender Studies
- Contacted all programs where elective courses are held, and all are on board and aware of this program and initiative

**For approval:** New certificate, Black Canadian Studies Certificate, description of which were circulated with College Council agenda (**Appendix 5**):

**MOTION:** Be it resolved that University College Council approve the following new certificate:

- Black Canadian Studies Certificate

Motion called by Michael Cobb

Motion seconded by Djanet Sears

Motion Approved unanimously

## VII. Update from the Director of Advancement, Naomi Handley

### *Events*

- Barker Fairley Visitor event, Playing with Time: Dystopic Presents and Speculative Futures
  - Took place on Thurs. Feb. 25
  - Recording available on University College Alumni Youtube channel until end of March 2021
    - <https://www.youtube.com/watch?v=E5PIdBWGU4A>
- Stubbs lecture, Prof. Colm Toibin on “James Joyce’s Dublin: The City Made and Unmade”
  - Took place yesterday, Thurs. March 11
  - 271 people in attendance
  - Recording available on University College Alumni Youtube channel until end of March 2021
    - <https://www.youtube.com/watch?v=8UF113aUGoY>
- UC Salon Talk, Dr. Cindi Morshead (BSc 1986 UC) on “Neural Stem Cells to Repair the Injured Brain”

- Thurs. March 25
  - Over 100 registrations
- Alumni Reunion 2021 – Fireside Chat with Hart Hanson (1981 UC) and Tim Southam (1984 UC)
  - Thurs. May 27

### ***Alumni Relations***

- As of March 8, UC has reached 109% of newly engaged alumni target
  - 154 newly engaged alumni joined in one of UC’s virtual offerings
  - 49 alumni volunteered with UC this year

### ***UC Magazine***

- New digital layout on UC website
  - Debuted for upcoming Spring 2021 issue
- Spring 2021 issue in digital and print formats
- To arrive in mail during week of May 10
- Issue features UC students including cover article “Love Letters to the Black Community” showcasing students’ work from Dr. Audrey Hudson’s course Black Canadian Studies

### ***UC Alumni of Influence Awards***

- Nominations for 2021 UC Alumni of Influence Awards now open
  - <http://uc.utoronto.ca/aoi>
  - Nominations close April 30
  - Will receive an email regarding nomination process in the coming month

### ***Staffing Updates***

- Maheesha Ramessar, Special Events Supervisor, starting parental leave at end of April
- Megan Fedorchuk joining team in Advancement Office on March 15
  - Serving as Events Supervisor while Maheesha on parental leave
  - Some overlap for cross-training
  - Megan joins us from Events Team from Division of University Advancement
- External search underway for vacant position in Alumni Relations

### ***Fundraising***

- As of Feb. 26, UC achieved 126% of annual fundraising target
- Most recently, closed gift from UC alum Shanley Lee
  - For new scholarship that will cover full cost of tuition for one UC student
- Recent negotiations with existing donor to support course on Indigenous health in Health Studies Program
- Mel Watkins Prize fundraising appeal will come out at end of March/start of April
  - Received first \$10,000 gift towards this initiative
- In process of closing Boundless campaign
  - Video tour of revitalized spaces at UC in development
  - Videographer contracted
  - President’s Office confirmed that President Gertler will participate in welcoming message at beginning of video
  - To be filmed after donor recognition signage has been installed and spaces have been cleaned
- Currently in new campaign (currently unnamed)

- Consulted with many groups (See Appendix 3, UC Divisional Campaign Priorities document)
- Consulting with Principal's Advisory Committee
  - On UC priorities document
  - Financial target is \$65M
- Ongoing discussions with lead donors from Boundless campaign on UC Priorities and financial targets
- Recap of Boundless campaign at UC
  - Fundraising goal
    - Began with \$40M goal
    - Three years before campaign closed, goal expanded to \$45M
    - Surpassed expansion goal, raised just over \$50M
  - 4879 unique donors
  - Investments
    - \$7.5M invested in revitalization of UC spaces
    - \$2.5M invested in student financial support
    - Created post-doc fellowship in SDS
    - Created academic Chair in Chinese Canadian Studies
  - Fundraising track record
    - Pre-2011 UC raising \$1M per year, on average
    - 2011 – end of Boundless campaign, raising \$5M per year, on average
    - Highest fundraising year was \$9M
  - Factors that contributed to success
    - Appeal of Capital project, UC Revitalization, iconic building
    - Tremendous alumni engagement
    - Passionate and committed leadership
    - Students support
    - Faculty support, pool of experts on impact of gifts on various programs

**Question:** Regarding Black Canadian Studies certificate; agreed that this is an important moment. Want to highlight one aspect of document (Appendix 5) – section 3, page 4. Note that it has been made clear that there is demand for a self-standing program in Black Studies at U of T. Is there any way that UC Council can form a committee, investigate, and establish a plan to look at forming a Black Studies program? There is concern that opportunities that will close. A program in Black Studies would promote important kinds of scholarship and promote hiring great scholars. It would contribute to interdisciplinary study. As noted in document, program looks at past and present, but also looks at roots – Black Canadian Studies certificate is a first step and wondering how to take second step.

**Answer:** *Agreed, Black Canadian Studies Certificate is opportunity for building momentum to create Black Studies program. UC would be one area of support but would have to work with other programs; particularly African Studies, Caribbean Studies, and other units that would be interested. Will have to discuss best mechanisms for creating program. Building a program has larger budgetary and other implications that a certificate does not, which is why we started with certificate. Black Studies program is a bigger project that would require substantial buy-in from FAS. There is tri-campus interest in program and its capacities, particularly at graduate level. This is a longer-term project. Will connect to discuss how to leverage this moment.*

*Black Canadian Studies certificate still needs to complete FAS curriculum approval process. Hopeful that it will be approved. At that time, to use that opportunity to move discussions further.*

*Black Canadian Studies certificate underlines UC's commitment of partnering in conversation with other parts of St. George campus and beyond. This is a significant moment, but also because it is a continuation of important programmatic conversation in institution.*

*If gather enough interest, intention of Chair in Black Canadian Studies would be to hire someone to take on a leadership role in Black Canadian Studies as per appointment, but also to developing Black Studies on campus and working with other units. That would be how we build towards a bigger project.*

Members of UC Council expressed congratulations on Black Canadian Studies certificate. Members also express strong support in keeping momentum moving forward towards building Black Studies program.

#### **4. Presentation on U of T's Campaign Priorities**

##### **David Palmer**

Vice President, Advancement, University of Toronto

- Naomi introduces David Palmer

##### **David Palmer**

(Presentation attached – Appendix 6)

- Bicentennial campaign planning and progress
  - Current campaign informal working title: 'bicentennial campaign'
  - Timeline includes bicentennial anniversary of U of T
- Data gathered from group of public universities in US and Canada
  - U of T is part of group called Advancement Leadership Forum
    - Includes 8 American and 8 Canadian universities
- Share data to understand trends in giving and success factors
  - Average history of donor giving prior to first 7-figure gift
    - Typically give over 20-30 increasing gifts over course of 20 years
    - Direct correlation between engagement with the institution and giving behaviour
  - Motivations behind major gift donors
    - To create positive change at scale
    - Driven by missions that they are passionately involved in
    - Confidence in leadership, vision, track record, ability of institution
  - Motivations behind major gift donors to give again
    - Deep engagement with cause and its people
    - Multiple touchpoints and stakeholders
- Campaign overview
  - Goal of \$3.5-\$4.0B from 2019-2029
  - \$350-\$400M annually
  - Expand outreach to engage 225,000 uniquely engaged alumni through 1M instances of engagement over course of campaign
  - Potential impacts of COVID-19 pandemic
    - Research shows that consecutive campaigning produces highest compound annual growth rates in higher education philanthropy
    - Built momentum and support; sustain and build over time
    - Alumni engagement rates higher than ever
    - On par with previous years for giving, little impact on giving
- Impact of campaigns on giving
  - Creates license to engage in conversations about financial support for priorities
- Impact of alumni engagement on giving

- Average giving grows exponentially with number of engagement activities
- Public campaign launch currently planned for late Nov. or early Dec. 2021
- All fundraising done in service to approved academic priorities
- Campaign core narrative
  - Research and teaching excellence
  - U of T as caring community
  - Accessibility as enduring value
  - President's three priorities
- Emerging cross-cutting University-wide themes (selection)
  - Student mental health and wellness
  - Accessibility
  - Caring, supportive community
  - Indigenous, Black faculty/student education and research initiatives
  - Sustainability and climate change
  - Equity, Diversity, Inclusivity
- Role of academic leadership in advancement
  - Highest success in advancement when academic leaders put forward transformative agendas for change and innovation
- Partnership model of advancement
  - Academic leads working in close collaboration with advancement teams is hallmark of most successful solicitations and advancement programs

**Question:** What can we take away into the next campaign to ensure it is successful, especially in the absence of having the opportunity to revitalize iconic and impactful spaces?

**Answer:** *Building projects can often be a unilateral focus of fundraising. Once completed, these foci are often pivoted strongly to student involvement. Building projects come and go; but they are vitally important. Facilities that are created are gathering spaces and idea generation spaces. Spaces are fundamentally at the heart of student experience. However, student support is an evergreen need. Big ideas cultivate big philanthropy; these do not need to be capital projects.*

## 5. Other Business

- Last College Council of academic year
  - Thank you for everyone who participated on Council this year
  - Thank you to John Marshall for serving as UC representative on FAS Council
  - Thank you to Paul Hamel for serving as interim Director, Health Studies

## 6. Adjournment

Council adjourned at 3:30pm.

## **Appendix 1**



## **Appendix 2**

## **Appendix 3**

## **Appendix 4**

## **Appendix 5**

## **Appendix 6**