AGENDA:

1. Introductions and Welcome to New Members

2. Minutes of the Meeting of April 28, 2017 (attached)

3. Business Arising from the Minutes

   i) Election of New Members
   ii) Formation of New Committees
   iii) Election of Chair

5. New College Initiatives Fund (NCIF) Overview – B. McElhinny


7. Report from Standing Committees
   i) Academic Affairs – J. Larkin
   ii) Art Committee – B. McElhinny

8. Report of the Principal – B. McElhinny


10. Report from the Registrar’s Office – K. Huffman

11. Report from the Office of Residence and Student Life – L. McCormack-Smith

12. Report from the Advancement Office – A. Liddell

13. Report from Student Councils
   i) NCSC
   ii) NCRC
   iii) Course Unions

14. Other Business

15. Adjournment
NEW COLLEGE COUNCIL

Minutes of the meeting of Friday, April 28, 2017
10:10 a.m., Wilson Hall, room 2053, New College


Regrets: D. Eyoh

Agenda

“Election of Members to the Striking Committee” was added to the agenda after item #13 (Report from 2017 New College Retreat).

On a motion by B. Russell, seconded by L. Stahlbrand, the agenda was approved as amended. CARRIED

Minutes of the Meeting of March 10, 2017

The minutes of the meeting of March 10, 2017 were accepted as recorded.

Business Arising from the Minutes

There was no business arising from the minutes.

Report from Student Groups

• NCSC
  A. Liddell reported that, as a thank you for allowing the College to use Goliath on our College cards, we are providing NCSC with a Goliath banner.

Report from Standing Committees

• Academic Affairs
  D. Knott reported the following:
  ♦ African Studies
    D. Eyoh has completed his tenure as African Studies Program Director. He was thanked for his years of service. M. Lo is the incoming African Studies Program Director. She will serve in this role for the next five years.
New One, CEL and Undergraduate Research
L. Stahlbrand was introduced as the new program coordinator. L. Manicom will focus her attention on the Community Engaged Learning program and undergraduate research at the College. A plan for sharing undergraduate research resources between Equity Studies, Buddhism, Psychology and Mental Health, Human Biology and Women and Gender Studies is being developed.

Equity Studies
The Equity Studies external review site visit is complete. Two external reviewers visited New College and spoke with teaching staff, students and administrative staff. Once their report is received, the College, the Dean of Arts & Science and the Provost will respond. A final report will then be prepared.

International Initiatives
Eight students travelled to Rwanda in February as part of an international course module (ICM) attached to NEW351Y1Y (African Systems of Thought) with Prof. A. Wasike. Two international research excursion courses (NEW398Y0Y) are planned for the summer; one to Kenya with Prof. A. Wasike, and one to Ghana with Prof. G. Dei. The Belize trip, involving students from Equity Studies, Human Biology and Indigenous Studies, will occur in May. Finally, Caribbean Studies will be offering a course in Grenada through the Summer Abroad Program. The international liaison held two focus groups through the year to discuss international initiatives.

Advancement
There is a desire to develop alumni relations in our Programs and explore advancement options.

Building Committee
R. Vander Kraats reported the following:

- Strategic Directions
  The Building Committee discussed, from an infrastructure perspective, the College’s strategic directions plan.

- 45 Willcocks Project
  We are working with Campus Planning to develop a program project report (PPR), which is a comprehensive document for CaPS (Capital Projects and Space Allocation Committee).

- The New College Plaza Project and other summer projects were also discussed.

Priority, Planning and Budget Committee
R. Vander Kraats reported the following:

- William Doo Project
  This project involves both the Auditorium and the student lounge area. We are aiming for construction to begin Summer 2018. We have received $1,000,000 from William Doo, and will use $500,000 from the NCIF to fund the project. Consultants will be engaged to discuss options. The student lounge area will have the staircase removed and the space will be improved.

- Upgrade of WI 1016 and WI 1017
  ACE is upgrading these two classrooms in Wilson Hall. Currently, the space is not
well organized. The upgrades will not only make the rooms AODA compliant, but will go beyond minimal compliance. Several options were discussed to make the rooms even more accessible than the current ACE plan.

**Modifications to Council’s Constitution and By-laws**

Y. Roberge reported the following:
- The modified documents, showing all revisions, were circulated prior to the meeting.
- As per the memo received from Governing Council and the Vice-Provost, there have been institutional-level changes impacting local constitutions and bylaws; as a result we have had to make two types of required changes:
  1. *Delegated authority regarding certificate programs*
     Local councils have entire authority on some academic programs.
  2. *Definition of teaching staff*
     Constitution has to reflect new terminology following the recent change in appointment categories for teaching streams.
- These required changes do not require approval from the New College Council, and they are presented as information items only. The Principal will email Governing Council to inform them that the documents have been presented to NCC.

**Report from the Principal**

Y. Roberge reported the following:
- A reminder that the final Principal’s Lunch of the year will be held on May 5 in the Senior Common Room.
- Strategic Mandate Agreement (SMA2): The University is seeking reductions in enrolment in the Faculty of Arts & Science. Target numbers are not available, but the Provost and Dean have come to an agreement.
- Y. Roberge announced that this will be his last meeting of the New College Council. The principal expressed that he has enjoyed every moment of his tenure; including the work of Council. The discussions in the Council meetings are always interesting and respectful and it is hoped that Council will continue to function this way.
- N. Crawley, K. Huffman, J. Newman were thanked for organizing the Council meetings
- D. Knott, who is completing her term as Vice-Principal, was thanked. The position is a very demanding job that requires great knowledge of the University, our programs and collective agreements.

D. Knott remarked that “[She]…could not have had a better Principal to work with.”

**Report from the Chief Administrative Officer**

R. Vander Kraats reported the following:
- *Plaza Project*
  The groundbreaking ceremony was a great success. A. Liddell and B. Registe were
thanked for their work in organizing the event. After 5 years of planning, the building permit for the project has been received. Construction is expected to last 4 months. The construction is not expected to produce a lot of sustained, disruptive noise. Time lapse cameras, which will take a picture every 5 minutes, will be installed, giving us a view of the project progress.

- **Summer Projects**
  - This is the last year of a 9 year roof project. The completion of this project will free up $600,000/year of the budget.
  - Exterior wall work continues, with the west elevation of Wetmore Hall being worked on this summer.
  - Phase II of 45 Willcocks renovations, including common room upgrades and the installations of smart televisions, is planned.
  - The 3rd floor of Wilson Hall will be renovated.
  - Laundry machines in Wilson Hall, some more than 20 years old, are being replaced.
  - Building security is being improved. Summer residents will only be able to access their floor. Fall/Winter residents can access all floors, but only in their building.
  - Emergency lighting in Wilson Hall will be replaced with more efficient emergency lighting. Rebates from the University and Toronto Hydro will help pay for this project.
  - The staircase will be removed from the atrium at 45 Willcocks.
  - The fire system in Wilson Hall will be replaced. The current system is very old. The new one will be able to pinpoint the location of the device that is alarming, unlike the current system.
  - To meet the expansion needs of IFP, the stage area of the dining hall in Wetmore Hall will be converted to office space.

**Report of the Registrar**

K. Huffman reported the following:

- **Admissions**
  The last round of admission offers will go out in May/June. The Faculty of Arts and Science enrolment targets are slightly lower than last year, but our numbers are roughly the same. Approximately 150 admission scholarship offers, most in the $2,000-$3,000 range, have been made.

- **Welcome Events**
  Welcome events will be held for incoming students on Saturday, May 27, 2017 and on Saturday, June 10, 2017. The Office of the Registrar and the Office of Residence and Student Life offer these events in partnership. In addition to entire group sessions, there are also sessions where students and parents are split up. L. McCormack-Smith takes the student group and K. Huffman/Registrar’s Office talks with the parents. After lunch, they attend a mock lecture.

- **Convocation**
  New College convocation is on June 12. There are currently 762 New College students on the graduation list.
• **Petitions**
  This is an extremely busy time of year in the Registrar’s Office for petitions.

• **IFP Awards**
  K. Huffman explained that there are very few awards available to IFP students. As such, four new award records are being presented to NCC for approval. These awards are specific to students enrolled in the International Foundation Program.
  ♦ **Admission Award**
    This award, in the amount of $2,000-$3,000, will be offered to students entering into IFP. Multiple awards may be made.
  ♦ **IFP Graduation Award - FAS**
    This award, in the amount of $1,500, will be offered to students entering into the Faculty of Arts and Science upon graduation from IFP.
  ♦ **IFP Graduation Award – APSE**
    This award, in the amount of $2,000, will be offered to students entering into the Faculty of Applied Science and Engineering upon graduation from IFP.
  ♦ **Leadership Award**
    This award, in the amount of $2,000, will be awarded based on academic merit and leadership skills.

A. Guerson asked if students apply for these awards or are they nominated? K. Huffman said that students would apply for the Leadership award, but would be nominated for the other awards based on academic merit. These awards will be announced to the incoming cohort.

*K. Huffman moved, seconded by B. Russell, that the IFP award records be approved.* CARRIED

**Report from the Director, Office of Residence and Student Life**

L. McCormack-Smith reported the following

• **End of Fall/Winter Session**
  Move-out finishes tomorrow. It was a very busy year with lots of programming for residents. The don team was thanked for their work over the course of the year. There are 264 residents returning next year; over 300 applied to return.

• **Don Hiring**
  Don hiring for 2017-2018 is complete. There are 21 incoming dons; 2 of whom are coming from outside institutions.

• **Residence Peer Mentor Program**
  The program was a success this year. Next year, the program will increase from 5 mentors to 11 (3 in each building; 2 will split their time between the buildings). Next year, the mentors will also provide student life support. Mentors will be receiving increased a week of training before move-in, some with the dons and some specifically for the mentors.

• **Internships**
  Two interns will be starting in the office on Monday: Madison Hoenig, who will work on Orientation, and Sharon Li, who will be involved with mentorship.
Office Closures
ORSL will be closed on May 9 for an office retreat, and from June 12-15 to attend the CACUSS conference in Ottawa.

Report from Advancement

A. Liddell reported the following:
• As part of the Boundless campaign, New College has raised approximately $8.4 million as of today. The goal is $8.8 million.
• It has been a busy spring. Some of the events held include Dinner@NEW; Yves’ celebration; plaza groundbreaking; and a donor thank-you event (which was attended by 31 people, including mentors, volunteers, cabinet campaign members and donors).
• A. Liddell attended the Program Directors meeting yesterday and is excited to move forward with developing/improving relations with Program alumni and having them participate in Dinner@NEW and the alumni speaker series.
• The theme of this year’s Spring Reunion is “New Women Define Success” and will feature of panel of 3-4 New College graduates who are very successful in their fields. The panel will be moderated by Alissa Trotz.
• The annual fund’s theme is “Partnerships”. Prof. Aggrey Wasike and two of the students who participated in one of his international excursions are participating in this year’s solicitation.
• We are currently searching for a new Communications Officer. It is hoped that this process will be completed and the new Officer in place by June.

Report from the Writing Centre

D. Knott distributed material (attached) and reported the following:
• There has been significant growth in the number of one-on-one appointments in the Writing Centre. Efforts have been made to increase access, and it appears to be working. Waiting lists are down. In terms of demographics, approximately 60% of the appointments are for 1st year students, and 40% of the appointments are for 2nd, 3rd and 4th year students. Last year, 50% of the students visiting the Writing Centre were 1st year students and 50% were upper-year students.
• More programming is being offered to senior students, such as help with grad school applications; “Science as a Critical Practice” workshops; and the Writing for Publication Working Group.
• Other programming offered by the Writing Centre includes the Writing Room, Writing Retreats, the Caribbean, African and Equity Studies Writing Group; and an ongoing writing group in various senior research courses (this year, NEW469Y1 and WGS460Y1; next year will expand to include NEW438H1 and HMB499Y1).
Presentation on New College Budgets

R. Vander Kraats reported the following:

There are three budgets at New College: Operating, Residence and Food Services. April 30 is the end of the fiscal year.

- **Operating Budget**
  The operating budget is funded by the Faculty of Arts and Science and is comprised of approximately 70 accounts. Over the past eight years, enrolment has increased dramatically, but funding received from FAS is not sensitive to enrolments. The budget the College receives is, essentially, the amount received the previous year plus salary increases. In fiscal year 2009, there was a $500,000 operating deficit, which was partially offset by a $200,000 contribution from summer programs, leaving us with a net $300,000 deficit. Now, the College receives $3.4 million from FAS, but our actual operating expenses are around $5.6 million. IFP and summer program revenues cover the shortfall. Additionally, we receive approximately $250,000 from FAS for various initiatives. We also have a healthy “rainy day” fund, with approximately $8.1 million in reserve.

- **Ancillary Budgets**
  - **Food Services**
    The Food Services budget will be closing on April 30, 2017. The accumulated deficit has been cleared and the surpluses have been used to accelerate residence debt reduction. Last year, there was approximately $500,000 applied from the surplus to residence debt reduction; this year, approximately $746,000 will be applied to residence debt reduction. A new arrangement will be made with St. George Food Services and the College will receive a percentage of the top and bottom lines.
  
  - **Residence**
    This year’s operating surplus will be approximately $650,000 and the total debt reduction will be approximately $2 million. As well as debt reduction, we are spending money on facility renewal. It is projected that the accumulated deficit will be eliminated by fiscal 2021. In 2022/2023, contingency funds will be created. From 2024 onwards, we can take the surpluses (~$1.5 million/year) out.

Report from 2016 New College Retreat

- **Infrastructure**
  R. Vander Kraats explained that the general consensus regarding the size of the College is that the College is at a good size, but desperately needs to expand and improve facilities.
  - **Long-Term Goals (5+ Years)**
    Some of the long-term goals identified including creating space by expanding Wilson Hall out to Spadina (currently on the University’s secondary plan going to City
Council); enhancing the multi-purpose features of 45 Willcocks; converting floors 2 and 3 of 45 Willcocks into office/academic space; a new entrance into the dining hall; creation of a student services area; potentially finding another FAS department to house at New College. It is important to note that expansion always means disruption.

♦ **Short-Term Goals**
  Short-term projects identified include new furniture in the Wilson Lounge and a facelift for the Wetmore administrative corridor.

♦ **Medium-Term Goals**
  The medium-term goals identified include a rooftop/kitchen garden to enhance applied learning with Food Services and new agreements for the beehives.

**Election of Members to the Striking Committee**

The role of the Striking Committee in the formation of next year’s Council and sub-committees was explained. The Principal and the President of NCSC are *ex-officio* members; four additional members are required. K. Huffman, J. Newman, L. McCormack-Smith and H. Si volunteered to sit on the Striking Committee.

*On a motion by K. Huffman, nominations were closed. CARRIED*

**Other Business**

Y. Roberge congratulated L. Stahlbrand on successfully defending her thesis.

Y. Roberge announced that 12 New College students received Cressy Awards this year, 7 of whom resulted from nominations outside of the College. M. Iskander, this year’s NCC Don Representative, is one of those selected for a Cressy Award.

J. Newman acknowledged the contributions of Y. Roberge over the past 7 years and thanked him for his leadership. It has been a time of growth and success across the College.

*A round of applause followed.*

**Adjournment**

*The meeting was adjourned at 12:00 p.m. on a motion by Y. Roberge, seconded by K. Huffman. CARRIED*
The Writing Centre by Numbers

One-on-One Appointments

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<tr>
<th>Appointments Offered</th>
<th>Fall/Winter Session</th>
<th>Summer Session</th>
<th>Total</th>
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<tbody>
<tr>
<td>2012/13</td>
<td>1628</td>
<td>291 (Summer 2012)</td>
<td>1919</td>
</tr>
<tr>
<td>2013/14</td>
<td>1852</td>
<td>286 (Summer 2013)</td>
<td>2138</td>
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<tr>
<td>2014/15</td>
<td>1972</td>
<td>282 (Summer 2014)</td>
<td>2254</td>
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<tr>
<td>2015/16</td>
<td>2009</td>
<td>279 (Summer 2015)</td>
<td>2286</td>
</tr>
<tr>
<td>2016/17</td>
<td>2058</td>
<td>262 (Summer 2016)</td>
<td>2320*</td>
</tr>
</tbody>
</table>

*Current figures are preliminary and approximate; full data not yet processed.

Summer 2016: Booking rate: 92%
Winter 2016/17: Booking rate: 93%

Writing Room

<table>
<thead>
<tr>
<th>Writing Room</th>
<th>Hours Open</th>
<th>Instructional Hours</th>
<th>Student Visits</th>
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<tbody>
<tr>
<td>2012/13</td>
<td>45</td>
<td>45</td>
<td>114</td>
</tr>
<tr>
<td>2013/14</td>
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<td>185</td>
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<tr>
<td>2014/15</td>
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<tr>
<td>2015/16</td>
<td>161</td>
<td>232</td>
<td>393</td>
</tr>
<tr>
<td>2016/17</td>
<td>159</td>
<td></td>
<td>(322)**</td>
</tr>
</tbody>
</table>

**Current figures are incomplete; full data is not yet processed.

Writing Retreats

November: 50
March: 60

Write Night

November: 35
March: 34

Writing for Publication

20 signed up, 15 completed.

Science as a Critical Practice

N=88

Caribbean, African and Equity Studies Writing Group

15 (9-11 each term)
8 students received CCR validation in the Fall Term
NEW THIS YEAR!

Undergraduate Research (NEW469Y & WGS460Y)
- Facilitate ongoing writing group in NEW469Y (every other week in 2nd semester). Writing group combines writing activities, teaching about research and writing process, writing strategies, space to write
- Coffee and write (occasional drop-in writing space - created for WGS and NEW)
- Plan to expand next year to include NEW438H and HMB499Y

Academic Reading Pilot (Leora Freedman/ELL)
- One-on-one appointments focused on developing effective reading practices for analytic writing
- Aims to develop pedagogy/models that can be made available across college writing centres

Daily Call List (began in 2015/16; completed this year and available to all WC's next year)
- In partnership with WDW and UC, we have been developing this new feature in the online booking system.
- Allows students to give us same-day information about their availability so that we can call them if an appointment opens up at the last minute. Supplements our Waitlist process to increase access for students. Funded in part by New.

CONTINUING PROGRAMMING

Various Hybrid Individual/Group Writing Instruction Models
Developing from our core one-on-one programming and from the Caribbean, African & Equity Studies Writing Group (began in 2011/12), in which students, program faculty, writing faculty and librarians meet bi-weekly on Friday afternoons to work on their academic projects, our recent initiatives embed learning and instruction in the process of getting work done, and combine focus on advancing one's own projects with sociality.

Writing Room (began in 2012/13)
- Both a drop-in space for individual consultation with an instructor and a work space
- The New College Librarian takes part one afternoon a week

Writing Retreats (one Sunday each term, began in 2015/16) & Write Nights (one evening each term, new this year)
- Provide structured spaces and processes for writing and research, mini-workshops, and opportunities for consultation with instructors and peers. Developed in partnership with New College Library.

Support for Senior Students

Applying for Graduate Scholarships (jointly with Kerri Huffman, our Registrar)
- Only such workshop offered for undergraduates, so far as we know.
- Our sample research statement this year was contributed by a student attended the previous year and won a SSHRC
- Supplemented by one-on-one support in the Writing Room
- We also offer workshops on admission letters and maintain a Blackboard site for senior students and recent alumni

Science as a Critical Practice (began in 2013/14)
- A one-day event that orients 4th year Human Biology students to the research and writing demands of their senior courses and helps them map advanced academic skills onto future professional/educational goals.
- Human Biology faculty, Writing Centre faculty and our Librarians participate to offer a day of workshops and panels.

Writing for Publication Working Group (began in 2014/15)
- Students meet weekly with an instructor for four weeks (1.5 hrs. per week) to revise a paper they have written for potential publication in an undergraduate journal. They also have opportunities to meet with the instructor individually. Some students go on to publish; others develop deep revision skills with an eye to grad/prof school.

Support for First Year Students
- Workshops in New One (with D.G. Ivey Library)
- Writing Plus Workshops (a collaboration with all college writing centres, Robarts and Academic Success)
- Orientation Workshops and our First Year Academic Support Blackboard Site (with the DG Ivey Library)