New College Council

Meeting of Thursday, November 26th, 2020, 12:10 p.m. - 2:00p.m.

AGENDA:

1. Introduction and Welcome to New Members
2. Minutes of the Meeting of October 19, 2020 (attached)
3. Business Arising from the Minutes
   i) Election of New Members
   ii) Formation of New Committees
   iii) Election of Chair
5. Report from Student Councils
   i) NCSC
   ii) NCRC
   iii) Course Unions
6. Report from Standing Committees
   i) NewSS
7. Report of the Principal – B. McElhinny
   i) TYP Motion
10. Report from the Office of Residence and Student Life – L. McCormack-Smith
11. Report from the Writing Centre – S. Stewart
12. Report from the Advancement Office (attached) – C. Argiropoulos
13. Report from the Communications Office (attached) – N. Cahill
14. Other Business
15. Adjournment
New College Council

Meeting of Monday, October 19, 2020, 12:10 p.m. – 2:00 p.m.


Regrets:   L. Zuo, N. Butler, G. Correa Berrueta, B. Hambly

New members:  S. Cole Deneault and K. Bingham

Introduction and Welcome to New Members

Minutes of the Meeting of May 5, 2020

The minutes of the meeting of May 5, 2020 were accepted as recorded.

Business Arising from the Minutes

There was no business arising from the minutes.

Report of the Striking Committee

K. Huffman reported the following:

- K. Huffman apologized that the striking committee had not completed work as of yet; deferred and added to agenda for next meeting.

Report of the Student Councils

- Nobody present from NCSC.
- Nobody present from New College Residence Council.
- S. Cole Deneault from BPSU reported that they have been functioning as a very small union this semester with only three execs, it has been a little difficult to navigate. They are trying to schedule some activities for this semester and next semester that will be online.
- K. Bingham from ESSU noted it has been a big year for Equity Studies, with significant changes such as the name change for the program. There has been some turnover in the executive team, but they now have twelve on the team. The larger focus this year is responding to student need during the pandemic. This includes a printing initiative to help reduce student screen fatigue, focusing on student food insecurity on campus, and how to utilize the grants from New College to provide as much aid to colleagues as possible.

J. Newman thanked both for all of their hard work and for attending today.

Report of the Standing Committees

- Academic Affairs
  T. Goldstein reported the following:

  ♦ There are three new appointments:
    1) Critical Studies in Equity and Solidarity (CSES) – Chandni Desai, a new tenure stream professor.
    2) Two new librarians – Aneta Kwak and Mikayla Redden.
    Both librarians working hard to ensure students have what they need. T. Goldstein stated that J. Newman has shown wonderful leadership.
Two program director searches:  
1) BPMH is looking for an interim director and the program is going under review (one of three going under review).
2) CSES – S. Mojab will be leaving. The program has undergone some changes, a name change and a lot of work being done to reimagine the program under the leadership of S. Mojab.

New Research at Noon, a Co-curriculum program is a chance for TA’s to talk to about their work in an informal way. Two TA’s are interviewed first Friday of every month. Next topics presented are 'Treatment for Spinal Cord Injury' and 'Treatment for Epilepsy.'

Senior doctoral fellows: CSES has two advanced doctoral students, they attend different program events, they will be part of a panel on going to grad school, taking place end of October 2020. End of semester will do formal presentations of their research.

News for our programs – all of our programs have a course designator called NEW. Now have course designators specific to our programs. African Studies has AFR, Buddhism, Psychology and Mental Health has BPM, Caribbean Studies has CAR, Critical Studies in Equity and Solidarity has CSE. This will take effect in the calendar for next year.

Program reviews: The CS review is completed and will be forwarded for governance review at the end of the month. BPMH is working on the self-study and planning for the site visit. M. Lo is working hard to get the AS review up and running, including finalizing the external reviewer and working with A&S to help understand importance of the right reviewer.

Learning Together – A. Guerson, T. Goldstein, J. Newman were meeting to determine how best to transition online teaching learning and have been working on this since July. They’ve held four sessions and the fifth will be in December (14th and 16th). T. Goldstein noted that professors are working to create as rich a pedagogical experience as possible given the circumstances.

Library Committee
J. Newman reported the following:

- A. Kwak and library team have put all of the course readers for all the courses online in a way that is accessible for people with disabilities. This includes just under 50 courses, representing over 1000 readings. An epic amount of work, J. Newman noted that A. Kwak in particular deserved a lot of credit for pulling this off.

Report of the Principal
B. McElhinny reported the following:

- Thanks
  Thanks to M. Shaker and caretaking crew for work throughout the summer. We supported those working on campus over summer, by providing transport and two meals a day. Thanks to D. Bahn and J. Stronghill for their extraordinary work. ORSL team had presence on campus throughout summer, thanked ORSL team for supporting students in extraordinary circumstances who weren’t able to go home, and for continuing to support about 250 students on campus this fall. Acknowledged long days worked by ORSL team, sometimes seven days a week. Thanks to R. Vander Kraats and his team for continuing to think about facilities and finances at a complex moment.

- COVID discussions
  - Key question throughout summer was would students enroll in classes that would largely be online. University as a whole had larger enrollment during summer, many students couldn’t work or travel so chose to take additional courses. Some units proposed new courses for the summer term but not all were accepted. Overall, student numbers are slightly up at the university – domestic student numbers are down slightly and international student numbers are slightly up.
  - Many students are reporting screen fatigue, and international students are struggling with the range/forms of course delivery, more difficult to be accountable with online asynchronous. Many international students in different time zones taking online synchronous courses with odd times, early morning. Students who were registered for In-person classes are disappointed
that in person offerings have been cancelled. Some students are wondering if they want to continue under these circumstances and are thinking about deferring, withdrawing, maybe taking more courses in the summer, etc. B. McElhinny notes this is a changeable situation and we need to continually be thinking about how to support students in very complex circumstances.

- NC has some of largest numbers of enrollment that we’ve ever had. A question we need to continue to think about and the demands it places on people and on resources.
- While large enrollment numbers mean that some of the concerns the university had about operating budget have not materialized yet, nonetheless, a number of portions of the university that are structured to run as small businesses are struggling. Our residence is such, we have 250 students now, normally 880. The university is thinking about how to ensure critical parts of the university exist once we get past this moment. The university is thinking about subsidies, etc.
- The Dean is trying make a decision about delivery mode for the winter. One argument is to make the decision earlier so students can go home, but the counter argument is that in person instruction is deeply valuable. We are doing all online courses for the remainder of this term, not yet sure what winter will bring. Dean has pledged to make reasonable early decisions. B. McElhinny thanks all instructors for all work done to move online and notes we are here to support, thanked T. Goldstein, A. Guerson, J. Newman. Will continue to have session in new pedagogies and share resources from the university. B. McElhinny notes very different/uneven support offered throughout departments. New College is prepared to offer a lot more support.
- We don’t know what will happen in winter. Anticipate increased enrollment in spring and summer.

Pause for questions and comments – any ongoing things we should think about as a group.
T. Goldstein appreciated hearing that the Dean is thinking about the winter, that there is debate, especially about not closing too early.
B. McElhinny noted that we know students are interested in in person.
B. McElhinny noted that she is always available for feedback, comments, etc.

- **Anti-racism discussion**
  - Since May and the death of George Floyd, we have had the opportunity to think through a range of different calls for accountability and how to challenge anti-black racism. Former directors, current directors, students in AS and CS, issued a statement of accountability to the university. A group of black and allied students from NC shared a letter of accountability with a set of recommendations for conversations and actions.
  - The College has been asked to think about how at the beginning of the summer in our key student facing services positions we had no black or indigenous staff members, a critical question for us to think through as a community. There have been some changes, one permanent and two contractual appointments over the summer. B. McElhinny shared four things she is doing to think this through:
    1) Requested an audit of the available data on the college hiring practices (how do we decide to recruit, application reviews, interviewing, hiring). There is no existing data for what’s been happening at the college.
    2) B. McElhinny has been working with the Executive Director of Diversity and Inclusion, Karima Hashmani, Carolina Almonte who has been hired by the university to think thoughtfully about strategic recruitment, and to a lesser extent with Arts & Science. A lot of work has been done by UTSC around better practices and interviewing. That material has been shared with all HR professionals, but not yet fully implemented.
    3) Black and allied students asked for more and mandatory training in anti-racist practice, specifically focusing on challenging anti-black racism for all who interact with students at the college. There are long waiting lists for sessions, a lot of demand. Those who have participated have found workshops enlightening. Working with the anti-racism and cultural diversity officer to design a NC specific set of training sessions. She will soon send out a questionnaire with three questions that will do a needs assessment. B. McElhinny will be working with professional managers and FAS HR to set up support for staff.
4) There is a little known agreement with Steele that allows for the hiring of groups that are underrepresented in the university. That program allows for the hiring of recent graduates for a one-year position that gives them university experience. Exploring the ways that can be used at the college.

♦ The university has launched an institutional taskforce in challenging anti-black racism, it has four chairs, two academics and two staff. They closed their call for participants last week, so that work will be going forward. Within New College, our colleagues asked for an external review. The university's position is that the university has the expertise to respond to key questions, and so will be moving forward with an internal task force. Due to colleagues asking for an external audit, B. McElhinny sent a summary for key strategies for doing an external audit. Feedback will be asked for first from those who have requested an external audit, then broadening to enlist other black faculty, staff and students, then broadening to the college at large. Two key strategies for an external audit are either hiring an external organization or more like a review of how faculty of A&S or Student Life were done in recent years, where three key and prominent academics with appropriate expertise were asked to come in and review materials.

♦ This past summer highlighted the fact that we have two colleges – 6000 students supported as NC students and then the college of the programs students with over 1000 students, and both have different claims on the college and its resources. A set of conversations that have been had with the student unions has led to thinking about different ways to think about space and funding, in light of those differential claims. We are providing more funding to student unions, providing guaranteed space in the student centre with a different set of accountability mechanisms for what it means to be a citizen in that space, and additional support for such student organizations was a request that came in across the board in a number of statements.

B. McElhinny paused to ask if there were any additional comments, questions. Thanked T. Goldstein and S. Stewart for summarizing some points in the chat.

K. Bingham noted she was in the US at the time of uprising this year and students were still in school and one thing that was admirable was the school’s approach where professors were encouraged to give students space either by canceling exams, assignments, etc, understanding that student mental, emotional, spiritual health is wrapped up in these large moments. Could be encouraging if the college communicated that that space was required in order to be equitable, especially for marginalized students.

B. McElhinny responded by noting that one query from black and allied students was to think about what it meant to support mental health needs of black students. Some wanted support in thinking through internet trauma, intergenerational trauma, micro-aggressions, restoration. There have been some anti-racism and cultural diversity seminars specifically focused on and for students. The Black Students Association was planning to organize some for this year and we offered support as needed. There was a request to identify appropriate resources for students and ORSL has put together a list of resources that allow students to work with black identified therapists. Noted that instructors generally do have a fair amount of discretion for what they do in classrooms, but we can continue sharing ongoing best practices. Calling attention to two key conversations: the scholars strike and the national dialogue and videos from the many conversations there have been recorded and preserved, and can be used as classroom resources.

• College review

Last year the provost struck a review committee, in response to the federated colleges requesting additional funds, and the perception that there was different access to resources across the colleges and that we needed to think about what it meant to uniformly and thoughtfully support all the UofT students in the same way. Those committees paused over the past six months, and it was recently announced that those committees will resume work. One thing that was very striking in discussion at the resources committee, is that the staff per student ratio at NC is lowest on most measures. We need to review how this impacts our student services. If there are key
Report of the Chief Administrative Officer
R. Vander Kraats reported the following:

- **Thanks**
  R. Vander Kraats thanked essential onsite staff, caretaking, front desk staff, ORSL, facilities and maintenance, IT, as well as partners in food services and facilities and services. Thanks to staff who helped NC reenter to campus, they worked closely with environmental health and safety.

- **Finances**
  - Operating budget is sound.
  - International student enrollment for September was up 8%, domestic was down 7%, which means the University's operating budget was balanced and on target.
  - The College receives 60% of funding from operating budget which flows through FAS and this funding is in place. The balance of 40% is subsidized by International Foundation Programs and Summer Programs and thanks to IFP team, we will be able to subsidize our normal operating budget. Things are business as usual this year.
  - Summer programs were canceled due to international travel restrictions, although summer IFP was successful.
  - We have been setting aside contingency funds for the last six, seven years and so those were used to absorb the losses for the cancelled summer programs.
  - Residence operations are unfortunately not doing as well financially. The last estimate is that the ancillaries across the university will be losing $64 million this year, and our contribution to that loss is around $3 million. We've reduced our major maintenance budget by about $1 million. The university has said it will be extending the line of credit to all of the ancillary services on the assumption that they can actually pay back that loan. We have a five-year plan that we are required to do as part of the service ancillary review group process, and we're showing a peak deficit of around $9 million over the next five years, but by the end of the five-year plan it will be whittled down to $5 million.

There were no questions.

- **Projects**
  - Capital projects and major maintenance continue, at a slower pandemic pace.
  - The Wetmore exteriors on the east and south elevations are being refurbished.
  - We are close to issuing a tender for the 45 Willcocks Project two, the atrium. The William Doo auditorium work on the lower level is close to completion. For Project 2 we are putting in a new lounge at the mezzanine level, redoing the main floor, and have included the main staircase/entrance as part of the project. Talking to PP&B to see if we should go ahead.
  - We are renovating the Wilson Lounge. We received $250,000 from the capital levy and $250,000 from the university for the student space experience enhancement fund.
  - We are moving forward with renovating our office space in the basement of Wetmore. The lower level of Wetmore will be made totally accessible. The fire alarm system in Wetmore will be replaced.
  - If anyone is interested in contributing to one of the focus groups, let R. Vander Kraats know.

There were no questions.

N. Rodriguez thanked S. Dong and A. Kim saying they were instrumental in helping Caribbean Studies get work done.

Report of the Registrar's Office
K. Huffman reported the following:
• Service provision in the Registrar’s Office, as of March, has moved to remote services. Phone and email are now the most common access avenues. For front line questions and booking appointments are done by phone or email. Advising continues in a remote delivery and we’ve been able to move to MS teams.

• In the summer a Quercus course was created for new incoming students. All seven colleges worked together to create the content. It was such a success for students to access information for when they can’t come to campus that it is being continued for new incoming students, and added a general one for all registered students, which provides critical dates, how to access information through the college and will be adding to that one specifically for students who are graduating.

• The in-person drop-in appointments have been replicated with “express” appointments which are fifteen minutes long and run Tuesday afternoons and Thursday mornings.

• Recognize that students are not all in Toronto and not working on Toronto time, so a number of advisors have shifted their hours, for example early morning for students overseas.

• Launching this week is group advising sessions on Zoom called “Ask an Advisor” with a couple of advisors available and students can tap in and ask general questions. Through the fall this will run on a bi-weekly basis.

• Grants and financial aid (grants info applicable across all colleges):
  ♦ In the Spring an emergency bursary was launched by enrollment services, to offset emergency student costs related to COVID like lost income, students returning home suddenly and had to pay for the remainder of residence.
  ♦ There is a new grant application just launched on acorn. Students apply directly through acorn, once the application is completed it goes directly to the division and for NC students it would come to the Registrar’s Office and the office follows up with the student and meets with them. Grant applications have opened as of October 1st. They will be open and continued through the fall and winter sessions.

• Have also had some supplemental funds added to our overall grant funding so there is increased funding available for students impacted by COVID.

• K. Huffman and R. Callebert are hosting sessions this Friday afternoon for how to apply for grad awards.

• Enrollment numbers are still quite high, higher than last year overall. We are currently at 6253, last year we were at 5974, so we are up about 250 students, which is showing a little bit more in each year of study. Overall admission numbers for new admits are at 1325 which is only 25 students less than last year. IFP numbers are down a bit from last year but very similar. Overall we’re the largest college for last two years.

K. Huffman acknowledged the work of staff in the Registrar’s Office. The volume increased significantly, email tripled, and staff were often providing information to students that was just coming to staff as well. The ability of staff to retain that info and provide to students was stellar.

Report of the Office of Residence and Student Life
L. McCormack-Smith:

• There are 259 students in residence, which is very different than the usual numbers. However, the office is still quite busy. There are three staff who are serving in live-in capacities.

• Federal government announced that international students wishing to come to Canada can do so. We likely will not go much beyond the 259 students already in residence.

• Orientation was handled very differently than past years - a more robust online format needed to be put together. Between the international orientation and the traditional orientation, there was four weeks of programing, averaging two to three hours per day of programing. L. McCormack-Smith gave a shout out to IFP and in particular T. Seburn who offered tons of support. For traditional orientation in the end there were 32 separate programs, 45.5 hours with programing, and 10 total distinctive days of programing. There were 494 students registered for orientation, a little less than in past years. There were students from 20 different countries, some linking in at 4am internationally. It was the highest attendance in academic sessions ever seen, even when in person.
K. Bingham wondered if student's concerns about food security were being addressed. L. McCormack-Smith advised Food Services did provide next steps and actions to implement. B. McElhinny advised that there is robust and thoughtful ongoing conversation for what to do when our current contract expires. We are asking ourselves, because the provision of food to students in residence is such a critical part of what community means, if this is the way we want to go forward. Noted that L. McCormack-Smith and R. Vander Kraats have done an extraordinary amount of work in light of the fact that there has been a lack of consultation. We are aware it is a challenge and problem and thinking it through.

Report of the Writing Centre
S. Stewart reported the following:

- A new instructor has been hired, Jan Anderson.
- R. Callebert will be replacing S. Stewart temporarily.
- There is new programing called Writing Spaces and Reading Spaces which are in the morning from 10-11am to draw in international students.
- Students report needing online learning support.
- S. Stewart, L. Newbery and staff from UTSC are working on anti-racism and writing pedagogy.

Report of the Advancement Office
C. Argiropoulos reported the following:

- Advancement and fundraising over the summer have stayed connected to donors through virtual meetings.
- The fall campaign launched recently (annual campaign across the university). This campaign brings in around $30,000 a year to NC.
- The William Doo Auditorium has been completed. William Doo is pleased with the results and wants to share his story.
- The college is working on campaign planning for our next fundraising campaign.
- From the Alumni development area, the focus has been on staying engaged with Alumni, doing outreach through emails. A very successful email was sent in July with a 17% open rate, going out to 15,000 Alumni.
- Specific email outreach to mentors has been done and to graduates of the Caribbean Studies Program.
- Focusing on programming focused on career development for recent graduates, the class of 2020 and for our young alumni.
- There was a virtual dinner at NEW for the class of 2020.
- Did another very successful workshop with Dr. Ariel Gershon and his wife, about how to write professional medical school applications, and how to write personal statement. Over 30 students registered.
- Will be continuing with virtual dinner at NEW, another one next week which will be specifically focused on upper year students.
- Looking to host the alumni lecture series and bring it online, and are exploring different topics for this and if anyone has ideas, please reach out to C. Argiropoulos or B. Registe.
- Fall convocation is not happening in person. The university will be launching a virtual ceremony in mid-November. NC will have specific outreach to the class as well, through videos from some of our leaders, a special email message from B. McElhinny, and we'll be hosting a special dinner for this class.

Report of the Communications Office
N. Cahill reported the following:

- Organizational identity and website redesign project is going forward but slower than had hoped. Running two phases concurrently to move things along. One is the research stage. Small focus groups are currently underway and everyone is asked to respond to N. Cahill's email and let her
know if they can participate. The second is the technical discovery. Once both of these parts of the project are wrapped up, they can be presented to the evaluation committee by the end of the term, and then start the new year focused on the new identity and building of the site.

- The Communications Office has been very busy, supporting other departments in the college. N. Cahill requested to reach out for any communications needs.
- Work has been done with the Registrar’s Office on a new website for the student handbook, working with them on fall campus week.
- Work has been done with ORSL on reorganizing their portion of the website.
- Working actively with the Writing Centre for the new programs coming out.
- Have started a page on the website for fall 2020 and are keeping it current and updated with any information that comes out. It is a one stop shop resource.
- Continuing to send a college wide newsletter, about every 2-3 weeks.
- Convocation is online and central communications is looking for stories from students.

**Other Business**
There was no other business.

**Adjournment**
On a motion by B. Russell, seconded by S. Stewart, the meeting was adjourned at 2:03pm. CARRIED.
1. Updates on LWD/CR deadline extension and revised Winter sessional dates:
   a) LWD/ CR – extended to Jan. 15, 2021
   b) Winter sessional dates – Classes start Jan. 11, 2021

2. Bursary/Award Information
   Update on Student Financial Aid available to students for 2020-21 academic year
   New Award

3. NCRO – launch of online resources
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New College Advancement Office Updates
Advancement

• Advancement Campaign Planning to be completed end of November
• Major gift news
• Giving Tuesday and Holiday Giving
  https://givingtuesday.ca/
• Stewardship and Annual Donor Fund reporting time
• Spring Campaign Development
Alumni Development

• Successful Virtual Dinner@NEW series this fall
  http://www.newcollege.utoronto.ca/new-resources/new-routes/vol-9/dinnernew-goes-virtual/

• Special outreach to the Class of 2020
• New Faces Reunion upcoming
• Alumni Speaker Series winter planning
• Mentorship program going virtual
Update on the Communications Review project

- End of the research stage and presentation of findings by Digital Echidna
- Recommendation on Content Management System
- Next steps: first phase of organizational identity creation; beginning to develop website architecture
- Content audit – over 800 pages – Keep/Revise/Delete
- Still on track for launch next summer

Staffing Announcements

- Standardization of announcement of new staff/staff changes through our office (see recent ORSL and Writing Centre announcements)

Newsletter

- Last edition before the holidays – December 7th
  Please send anything you would like included