New College Council

Meeting of Monday, October 4, 2021, 12:10 p.m. – 2:00 p.m.

AGENDA:

1. Minutes of the Meeting of April 19, 2021  (attached)
2. Business Arising from the Minutes
3. Report from Student Councils
   i)  NCSC
   ii) NCRC
   iii) Course Unions
4. Report from Standing Committees
   i)  NewSS
   ii) Academic Affairs
5. Report of the Principal – B. McElhinny
8. Report from the Registrar’s Office – K. Huffman
9. Report from the Office of Residence and Student Life – L. McCormack-Smith
10. Report from the Advancement Office – M. Petri
11. Report from the Communications Office – N. Cahill
12. Other Business
13. Adjournment
New College Council

Meeting of Monday, April 19, 2021, 12:10 p.m. – 2:00 p.m.


Regrets:   S. Snedikar

1. Minutes of the Meeting of March 4, 2021 – approved.


3. Report from the Office of Residence and Student Life – L. McCormack-Smith
   • T. LeBlanc has moved into a new role in Engineering. If anyone has questions or concerns about anything in the student life portfolio, contact L. McCormack-Smith, D. Rodricks or N. Butler.
   • Fifteen resident dons have been hired and nine academic programmers.
   • Planning to have 450 beds available for fall. 25% of those spaces have been offered to returning students. 15% of rooms are reserved for IFP students. Beds will open up depending on public health guidance.
   • Orientation hiring and planning is currently underway. Two orientation coordinators have been hired and they have their first new college student service meeting this past week.
   • Have hired eight orientation executives.
   • All virtual components of orientation will be ready to go and announced.
   • Planning the in-person components closer to September. Information will be sent to EHS for final approvals.

   45 Willcocks Street, student spaces, project 2:
   • This project will finish off all the student spaces. Details include:
     o Planning to go to tender next week.
     o Starting with the main entrance, adding LED lighting.
     o At the top of the stairs the space is transformed into a new lounge.
     o Extending a roof space to create a solarium space, facing eastward.
     o We are continuing to call it New College Three, we are not allowed to call it anything else unless we go through a process to change the official name.
   • The atrium lounge has been renovated, with New College green/forest theme throughout. Trying to use as much wood as possible; acoustically treated wood to help deal with some echo problems within the space.
   • The new entrance to the William Doo, from street level, has an accessible lift.
• We will have a new Second Cup outlet at the eastern part of the lobby.
• When students are back in the fall there will be three new lounges for them, the new lounge on the lower level of 45 Willcocks, the hangout steps in the William Doo, and the new mezzanine lobby at the top of the steps.
• There is a very preliminary discussion regarding medium term expansion for space at the college, a site looking North on Spadina. The university has put this site on the secondary plan that it files with the city.
• Possibilities for this space – consolidate all student services in one area, increased office space, (depending on working from home). There are space issues for faculty as well as WGSI and Human Bio.
• Next steps – the University has a terms of reference process.

T. Goldstein noted that we have started to put permanent faculty in the Willcocks building and the floor where the faculty officers are located is dark. T. Goldstein asked if we would be doing anything to brighten up that space.
R. Vander Kraats answered that yes, we will improve all lighting in that hallway and add a coat of paint.
S. Mojab commented that she hoped we can use the new space for a capacity of 80-120, which is easily accessible.
R. Vander Kraats noted this will be added to our possibilities, and perhaps being used as a rental facility to help pay for it.

5. Report from Student Councils
   i) NCSC – L. Zhuo reported.
      - NCSC is wrapping up the year, exam season. Taking longer than usual to wrap up.
      - Spring elections are done, and an almost full new council is coming in; election turnout was good, close to 200 students voted. There is a new executive team coming in a new president coming in.
      - L. Zhuo thanked NCC for the support in over two years of service.
   ii) NCRC – no report.
   iii) Course Unions – no report.

6. Report of the Principal – B. McElhinny
   • B. McElhinny noted that it is the one-year anniversary recently of being online. F. Zhang came up with the “Seeds of Hope” project. The communications team designed a beautiful card, particular thanks to S. Atkinson. A card and a packet of seeds were sent to frontline workers first, then to staff and faculty and instructors, and working on sending them to Human Biology, WGSI, and friends of the college
   • Fall planning – On Friday a notification was received from the provost re: lengthening of the stay-at-home order. The Dean will share an update on Wednesday at A&S council, which will be followed by a communication to all.
   • The report on the University of Toronto anti-black racism task force has been issued. It’s a 55-page document. It is being formally entrusted to the President and the Provost in a ceremony on May 5, they have agreed to accept all 56 recommendations. B. McElhinny recommends everyone read the document. (Anti-black racism task force - final report)
   • There are seven key areas in which recommendations are made for systemic change in the university, one of which includes leadership and accountability. Specific recommendations for Colleges include that all Colleges appoint a senior divisional lead
on equity, diversity and inclusion and ensure that combating anti-black racism is a primary component of this leader’s work. Additional recommendations include reviewing governance structures in relation to expanding diversity within governance, the collection and use of data so that initiatives can proceed, reviewing funding structures and advancement support, promoting black inclusive spaces, including a focus on student spaces for black students, complaints and investigation processes making it more clear to all where they can register a concern that they have experienced, and anti-black racism training.

- There were three working groups: 1) for students and curriculum, 2) faculty and instructors and librarians, and 3) for staff. Each group had specific recommendations:
  - For students and curriculum, recommendations center on access and recruitment, on admissions and orientations and processes on what it means to support a thriving student body and Alumni Engagement.
  - The faculty instructors and librarian’s recommendations include recommendations on establishing a culture of recruiting and championing black academic excellence and nurturing black academic excellence and inclusive classrooms.
  - There is a recommendation for staff on talent acquisition and hiring, performance management, training and development that includes mentoring, succession planning, and career management, and engagement and retention.

- B. McElhinny anticipates checking in the first instance with black faculty, staff, and students in the new college community about some ways that they might want to proceed, and then thinking about how to move forward.

7. Report of the Vice Principal – T. Goldstein

T. Goldstein thanked all the program directors and IFP office for engaging in important discussions in the last two weeks, regarding fall course delivery plans.

T. Goldstein thanked N. Crawley for working on this project.

i) Program Director Searches:
   - Critical Studies in Equity and Solidarity Program Director – Anne McGuire is the new Director.
   - Buddhism, Psychology and Mental Health Program Director Search – nominations are now open. Interim Director M. Ferarri took on the self-study which has now been handed in.

ii) UTQAP Program reviews:
   - Buddhism, Psychology and Mental Health – site visit scheduled for June.
   - African Studies – site visit scheduled for June.
   - TYP (Lance McCready)

iii) Awards:
   - Kathleen O’Connell Award - Nominations up to April 30, 2021.
   - The Canadian Society for Studies in Education – it’s a professional organization in the field of education. June Larkin was nominated and won.

iv) Community-Engaged Learning Survey and Retreat Planning:
   - The survey has now gone out. The answers will inform the next project, which is the
retreat planning.
- S. Tecle noted if anybody would like the survey and wants to meet, please let him know.


- College finances – Operating budget is in very good shape. Will have a carry forward of almost $5 million. The carry forward process this year is very different. For many years, the university has had significant carry forwards across the entire institution and there is growing concern that provincial government might view this as unspent funds. This carry forward isn't having too much money, but instead are funds that are targeted for specific projects and needs, that will occur in the next fiscal year.

- There is a brand-new policy in place for the university. We're allowed 15% of our budget in our accounts on April 30, end of our fiscal year as sort of a normal carry forward. Anything above 15% will be transferred as of May 1 by the center. We must be mindful about our accounts and how they look on April 30 and make sure that we act prior to April 30, so that we don't lose any of our funding. For the college, that is about a $2.7 million. To mitigate all of this, we are allowed to transfer funds over into a faculty reserve fund. This is a way of identifying funds that are not simply unspent funds but rather funds that are actually committed to a particular purpose.

- The residence budget was impacted by decreased occupancy. We only had around 25% occupancy this year. We ran a $3 million deficit shortfall for the year, that's going to be ending April 30. We have generated a reserve, so this shortfall has been covered by this reserve. Next year the forecast is 50% occupancy, 100% the year after, we will have a shortfall again next year and the university will extend a line of credit with a favourable interest rate of less than 1% a year. We will be able to pay back that loan in fiscal 2023-24 and will be able to establish reserves again. Then we will start contributing to a fund to help us pay for the Wilson expansion.

- Food services review is ongoing, in the early stages. Most of the key stakeholders have been interviewed. R. Vander Kraats thanked the volunteers representing the college. The college is well represented on the advisory board.

L. McCormack-Smith advised to contact R. Vander Kraats or herself if anyone was interested in working with the consultants. The planned focus group phase has ended, but until the final report is done, they will still talk to people.


i) Annual Report – (see attached) provides an overview of the work of the college registrar's office over the year. All the changes from the pandemic over the past year have raised questions from students, and the registrar’s office answers most of these student questions.
- Since going remote in March off 2020, frontline staff have responded to over 20,000 emails. In terms of advising, 6400 one-on-one advising appointments were completed. Conduced almost 30 group advising sessions, with 569 attendees.
- Added in ask an advisor sessions over Quercus, which allows students to come in and ask just in time questions. In the fall about 5 sessions were run and in the winter the number went up to 7 sessions with 100+ attendees.
- In the summer a series of course enrollment sessions were run, dedicated to new incoming students - 8 sessions with 225+ attendees.
- One of the biggest initiatives launched was a series of Quercus courses, started last May-June - all seven colleges came together and as a group coordinated on creating a Quercus page that was specifically for new incoming students.
- T. Patel did a tremendous amount of work getting this up and launched and it was
incredibly successful. There were close to 45,000 page views over the summer alone. In a survey, 75% of students indicated that they had signed up for their local college Quercus page with these resources and 90% of them reported they found it helpful or very helpful.
- A New College virtual registrar’s office Quercus page was launched late October 2020.
- A grad page was launched as well, where announcements are made about all things that are related to grads.
- Overall numbers: Since May 2020, 5700 one on one advising appointments were done. In the 2020 year, well over 1000 petitions were filed, late withdrawals. June grads were over 900. And then for November, just under 200. Last winter term, there were over 360 emergency grant applications that were approved through the NC registrar’s office.
- K. Huffman acknowledged the work of the staff in the office.

B. McElhinny noted that we want to mark and celebrate when people are doing extraordinary work, but we all also want to make sure that where people are experiencing strain and overwork that we don’t simply applaud but we think about how to reformulate portfolios or add additional resources. B. McElhinny stated that K. Huffman brought a proposal forward for two more part time registrar’s staff, which NC will be posting for. B. McElhinny noted that there is a need for additional resources and that we’re thinking about how to do that.

ii) NCSC Bursary:
- New College Student Council has donated funds to the college for a financial need-based grant. The award conditions are that this is to be awarded to new college students who are registered either full or part time on the basis of financial need. The award is open to currently registered domestic and international students with a preference to black and or Indigenous students, and or students experiencing social and economic hardship, including but not limited to food insecurity, printing, accessibility, and financial need for counseling and psychotherapy. This is an expendable donation of, $25,000. There is an online grant application that is available where students complete that grant application, it gets submitted to the college, the student meets with an advisor to review their application and then the awards committee makes an assessment and then they pay it out.
- K. Huffman motioned to create this bursary. S. Stewart second. The floor was opened for discussion. D. Rodricks asked if there was a place where all the grants are listed. K. Huffman advised that one tool the University uses is Awards Explorer (https://awardexplorer.utoronto.ca/) which can be searched by college or department, and as well through the New College website. Motion was passed.

10. Report from the Writing Centre – L. Newbery
   i) Annual Report
   - This year approximately 2700 one on one appointments were offered, slightly higher than last year. 14-20% of these appointments go to our program students who are not enrolled in the college.
   - The software used to teach (WC online) is an effective pedagogical space for writing instruction. It allows interaction with students via audio, video, and a whiteboard space that’s color coded in which both writing instructor and student can interact. It is the closest thing that one could get to sitting beside a student and teaching.
   - We didn’t lose our first-year cohort. This was a worry because of remote learning and then not having been at the university, but we connected reasonably well with our first-year students.
   - We are working with a lot of students in the life sciences as well as some of the large
social science disciplines.
- We see that students bring assignments to the Writing Center from across the arts and
  sciences and this work reflects an emphasis on writing and communication in all
disciplines.
- We see as much teaching in scientific writing as we do in social sciences and
  humanities.
- There is a surprising amount of writing in economics, statistics, and math courses as
  well.
- There are a lot of course integrated in-class writing workshops. This is effective
  because it allows us to highlight specific rhetorical or analytic approaches of a specific
  assignment, while also addressing the rhetorical genre of a field. Overall, there has been
  a nine-fold increase between 2013 and 2019. This year was a little bit quieter.
- Last year we offered 60 workshops overall and this year it’s a bit quieter with 33. The
  one-off generic workshops for a broad audience have always been poorly subscribed,
  the exception being Writing Plus, which is a collaboration of all Arts and Science writing
  centres. Workshops for journal editing or grad school application workshops work well
  because they have a specific predefined audience.
- Our staple community writing programs like the Writing Room and the Caribbean,
  African, and Equity and Solidarity Studies Writing Group were offered online this year
  and have all been successful. We also developed Writing and Reading Spaces, which was
  held twice weekly throughout the year. Though attendance at these programs has not
  been extremely high this year, they have all been important curricula as they
  consistently provided a place of welcome, accountability, and care for students.
- L. Newbery noted seeing an increase in multimodal composition, including web-based
  writing, video and integrating images.
- The Writing Centre is hiring a CLTA position with hiring happening over the summer.
  The position is on anti-racist writing pedagogies.

11. Report from the Advancement Office – C. Argiropoulos

   i) End of year updates:
   - Annual giving donations are up significantly from last year by about 10%. Donors are
     still committed to giving to New College. There are 21 new alumni donors.
   - B. McElhinny and C. Argiropoulos host virtual coffee meetings with small groups of
     donors, send them cookies and have coffee and a chat. These are typically donors at the
     leadership annual giving level, which is around $1,000 a year.
   - In March a virtual scholarship reception for student award winners.
   - Virtual alumni engagement is over 200% of alumni engagement metric.
   - There have been three alumni speaker series events on a variety of topics.
   - There have been six dinner at new events, which bring in alumni in front of our
     students over dinner.
   - Upcoming is an event with Selena Cesar Chavez, an alumna of New College.
   - Preparing for an alumni reunion. Bringing in Ryan Pile, an adventure photographer
     and filmmaker.
   - Planning for grad ceremony, glass of 2021. Virtual celebration.

12. Report from the Communications Office – N. Cahill

   i) Identity/website project update:
   - Schedule for website and organizational identity – by the end of May, we will have the
     navigation system and visual identity assets completed. Then the summer will be
     earmarked for content creation.
   - We will run a writing for the web workshop run by Digital Echidna, talking about
accessibility and finding the right tone and voice for web writing, making sure that content is accessible to people in multiple ways.

- In September all the revised content will go onto the new website. We will have a period in the fall where we can internally look at that content and look at the structure of the website. That will lead us to a soft launch in December where we will publicly put up the website, but at a time when our traffic is the lowest. A public launch is scheduled after the winter break in January of 2022.

T. Goldstein noted the summer may not be the best time to get people involved in this work.
N. Cahill noted the communication office will be there to support.
B. McElhinny suggested one person per unit to participate in the web-writing workshop and then share with their unit. Offered thanks to N. Cahill and S. Atkinson for their work. Noted our existing website really needs a rewrite, it is outdated, not user friendly and at times far too academic.

13. Other Business
   - L. Zhuo advised her successor has been appointed.

14. Adjournment
   S. Mojab motioned, seconded by B. Russell. Motion to adjourn.
New College

2020 Report
Since Going Remote In March 2020

- 20,000+ Front Line Email
- 6400+ One-on-One Advising Appointments
- 28 Group Advising Sessions (569 attendees)
Front-Line Email

![Email Chart]

- January (2019, 2020, 2021)
- February (2019, 2020, 2021)
- March (2019, 2020, 2021)
- April (2019, 2020, 2021)
- May (2019, 2020, 2021)
- June (2019, 2020, 2021)
- July (2019, 2020, 2021)
- August (2019, 2020, 2021)
- September (2019, 2020, 2021)
- October (2019, 2020, 2021)
- November (2019, 2020, 2021)
- December (2019, 2020, 2021)

Colors represent:
- Orange for 2019
- Yellow for 2020
- Blue for 2021
# Ask an Advisor

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<thead>
<tr>
<th>Season</th>
<th>Course Enrolment</th>
<th>Fall Drop-In</th>
<th>Winter Drop-In</th>
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<tbody>
<tr>
<td>Summer</td>
<td>• 8 Sessions</td>
<td>• 5 Sessions</td>
<td>• 7 Sessions</td>
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<tr>
<td></td>
<td>• 225+ Attendees</td>
<td>• 50 Attendees</td>
<td>• 100+ Attendees</td>
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*Fall Drop-In* **In**

*Winter Drop-In* **In**
Quercus Resources

Academic Hub
- Launch June 2020
- Joint CRO project
- 43,906 page views over summer

VROQ
- Launched Oct. 2020
- New College Resources
- 74,467 page views

Grad Page
- Launched Dec. 2020
- 27,560 page views
Advising Overview

- 5697 1:1 advising (since May 2020)
- 1122 petitions filed (2020 year)
- 905 June Grads (2020)
- 182 Nov. Grads (2020)
- 360+ Emergency Grants (Winter 2020)