2021 (April)
SENIOR COLLEGE
at the University of Toronto

Self-Study
I—Report

(excerpted from submission to Provostial Review, April 2021)
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1. Introduction

What is Senior College?

The entire population of retired faculty and librarians of the University of Toronto constitute the membership of Senior College. They have a “home” on campus at the Senior College Centre where the facilities and certain services are available to them (in non-pandemic times).

The Senior College Constitution (Appendix 1[1]) provides that the College has three categories of membership: Members (upper-case "M"), Fellows, and External Fellows. It further provides that the term "members" (lower-case "m"), as used therein, shall refer to these three categories of membership jointly, hence to the full membership of the College.

Members: "All University of Toronto retired faculty and librarians are Members of Senior College. Members are entitled to the services provided by the Senior College Centre and to attend and participate, to the extent that space permits, in the College’s academic events and activities. Members who wish to become more involved in the life of Senior College can become Fellows, who are required to pay a fee to support the College’s programs."

Fellows: "Full Fellowship of the College is open to all Members of the College except External Fellows. Fellows are Members who identify themselves as being involved in continuing or new intellectual inquiry and scholarship, the exchange of ideas and experiences, creative and professional activities and who are interested in being actively involved in College activities."

External Fellows: "Retired faculty, librarians and senior administrators who have retired from a degree granting institution recognized by the Association of Universities and Colleges of Canada (or its equivalent in other countries) other than the University of Toronto; retirees from a knowledge based institution or organization; and spouses/[partners] and widows/widowers of Members, Fellows, and External Fellows may apply to become External Fellows of the Senior College but will not have voting privileges, and will not be eligible for election to the College Council or the role of officer. External Fellows are required to pay a fee to support the College's programs." While we do not actively recruit External Fellows, we recognize that some are among our most engaged members and have contributed significantly to the Senior College mission.

The College’s orientation is one of ongoing scholarly activity with well-developed programs of lectures, symposia, excursions, colloquia, and a book club, amongst other endeavors. In this, it differs from all of the other academic retiree programs in Canada and sets the University of Toronto apart as one of the leading academic institutions in creating opportunities for retired faculty to carry on their intellectual life in their retirement. Its programs support continuing professional, scholarly and creative academic pursuits of retirees, while acting in
addition as a social anchor. Senior College also has a goal of enhancing communication and outreach to the broader community within and outside the University.

In these ways Senior College aims to contribute to the educational, social, and cultural enrichment of the University community, and where possible to the community at large. These goals are mirrored in the College's numerous programs and activities, as will be demonstrated in this document.

**Who are the Fellows of Senior College?**

Fellows come from the many faculties, institutes and departments that make up the University of Toronto: from the Institute of Aerospace Studies in the north to the Faculty of Medicine in the south; from the John H. Daniels Faculty of Architecture, Landscape, and Design on the west side to the Department of French on the east side of St. George campus, as well as UTSC and UTM, of course. In fact, the multi-disciplinary and multi-institutional aspect of the College is its essential characteristic and, for many, its greatest strength, for it promotes exchange of knowledge from many fields for its current 184 Fellows and External Fellows (April 2021).

Many Fellows at Senior College continue to be involved in academic pursuits. They serve on the editorial boards of 90 scholarly journals, have published 24 books since 2015, and currently command $6,426,031 in peer reviewed grant funding.

Fellows of Senior College are the living legacy of their U of T careers. Their impact on scholarship is reflected by the wide national and international recognition they have received. They include 7 University Professors or equivalent, 17 Fellows of the Royal Society of Canada, and recipients of 75 honorary degrees in aggregate. Multiple prestigious academic awards have been bestowed on Fellows of Senior College: 84 from international institutions, 39 from national institutions, and 11 distinguished awards from the University of Toronto (e.g., Northrop Frye Award). Nine current scholarships or awards have been named for Fellows of Senior College. Finally, the Fellows count among their number many who held academic leadership positions either at the University of Toronto (22) or in national or international organizations (15).

The significant contributions of Fellows have been recognized through national awards of merit: there are 5 recipients of the Order of Canada, 10 of the Queen Elizabeth II Diamond Jubilee Medal (2012) and 5 of the Queen Elizabeth II Golden Jubilee Medal. (For detailed list, see Appendix 1[2].)
Officers and Chairs of Standing Committees (April 2021)

Principal: Michael Hutcheon
Vice Principal Administration: Janet Paterson
Vice Principal Academic: Daphne Maurer
[These three positions constitute the Operations Group.]

Bursar: Charles Chaffey; Assistant Bursar: Max Nemni
Registrar: John Youson; Assistant Registrar: Brian Corman
Communications Coordinator: Jim Gurd

Chairs:
Executive Committee: Michael Hutcheon
Program Committee: Linda Hutcheon and Linda Corman
   Excursions Sub-Committee: Diana Baxter
   Book Club Sub-Committee: David Milne
Colloquium Committee: Martin Klein
Symposium Committee: Margaret Procter, Daphne Maurer
Membership Committee: Brian Corman, Peter Stokes (deputy chair)
Research Committee: Trevor Levere
University in the Community Committee: Donald Gillies
Fund-raising Committee: John David Stewart and John Kennedy
Nominating Committee: Merrijoy Kelner and Harold Atwood
Budget Committee: Charles Chaffey
Communications Consortium—Coordinator: Jim Gurd; Newsletter: Ed Barbeau;
Internet: Jonathan Dostrovsky; Senior Scholars’ Annual: Mary Jane Ashley;
Encyclopedia/History Project: Sandy Gregor; Ex-Officio: Daphne Maurer, Martin
Klein, Michael Hutcheon
2. Context

A brief history of Senior College

In 2005, the University of Toronto and the University of Toronto Faculty Association negotiated an agreement ending mandatory retirement. As part of that agreement, the University committed to establish an “Academic Retiree Centre,” which it did by providing office space and administrative support. What is now Senior College began its activities as a program in the Centre, spearheaded by the Senior Scholars’ Committee. This consisted of members of the now disbanded Retired Academics and Librarians of the University of Toronto (RALUT) who wished to remain active in the pursuit of their intellectual interests. After investigating arrangements in place at several universities in the United States and Canada, the Committee established what they called “Senior College” in 2010 (see Appendix 1[1] Constitution). They envisioned a voluntary community of retired academics and librarians which would work to preserve ties to the University, promote continued research, and facilitate the exchange of intellectual capital.

Following a five-year Provostial Review of the Academic Retiree Centre’s operations in 2013-2014, an advisory committee recommended that the Centre be renamed the Senior College Centre and its activities merged with those of the program called Senior College. It also recommended that all academic retirees and librarians of the University should become Members of Senior College, with the option of becoming Fellows upon payment of the prescribed dues. These recommendations were accepted by the Vice-President and Provost of the University of Toronto and implemented in 2015. (A more detailed description of the history of Senior College can be found in Appendix 2).

The Senior College Centre is located at 256 McCaul Street where many meetings are held and exhibits of visual art are displayed. The Centre also houses the office of the Administrator. However, some of the larger programs and activities of Senior College take place at the Faculty Club, 41 Willcocks Street. Both the Senior College Centre and the Faculty Club have been closed since March 2020 because of the COVID-19 pandemic, but Senior College has remained active online via ZOOM.

Internal and external relationships

Hundreds of hours of volunteer labour done by Fellows go into developing the rich programming offered by Senior College. In addition to this internal focus, Senior College is also connected to other U of T bodies and to the broader community. As noted above, it has an ongoing relationship with the University’s Faculty Club, where weekly lectures, the Symposium, and Senate meetings are held. It has a relationship with Innis College, supporting the University in the Community. Senior College also has an active Speakers Bureau comprised of Fellows willing to give talks in schools, seniors’ homes, service clubs and other
organizations in the GTA (see section 3f). Finally, the College is an active (and founding) member of the College and University Retiree Associations of Canada (CURAC) (see section 9c).

With the growth of its programs and membership, Senior College is poised to strengthen its presence and impact within and outside of U of T. In so doing, it will fulfil its mission of leadership in providing an enriched intellectual and social experience for retired faculty and librarians at the University.
3. Programming and Initiatives

3a. Weekly Lectures
(September 2018 to May 2021)

From the beginning, the weekly scholarly lectures have proved to be the core of Senior College’s programming. Their range and quality remain the strongest attractions of the College for retired faculty, librarians and senior administrators. In the words of one of the founding members, “I have been stimulated, challenged, provoked, entertained, and enlightened and I look forward with anticipation to each week’s events” (Dr. Mary-Jane Ashley).

Prior to COVID-19, programming consisted of 24 lectures, 12 in the Fall semester and 12 in the Winter. Until March 2020, these were held at the Faculty Club; after that, with COVID-19 restrictions, they moved onto the ZOOM platform. The topics selected deliberately range over disciplines: sciences and medicine, social sciences, engineering and technology, mathematics, law, humanities and the arts, as indicated in Appendix 3a. The speakers are established scholars and/or well-known experts from our university and elsewhere who agree to speak for free to our eager multidisciplinary audience. (We have financial support covering travel expenses for one out-of-town speaker each term—when we meet in person—from Delmanor Inspired Retirement Living.) The 50-minute lectures are followed by a discussion of up to one hour in length. This discussion is normally vigorous and often as rewarding for the speaker as it is engaging for the Fellows. The lectures had been preceded or followed by an optional lunch at the Faculty Club, which enabled further discussion about the lecture with the speaker and with each other.

One Fellow has cogently noted the intellectual importance of the disciplinary range of these lectures: “This enriches our membership by exposing them to fields outside the narrow specialty of their own scholarship” (Dr. Bibhu Mohanty). Another notes that what has been particularly valuable for him has been what he calls the essence of the university—“the sharing of knowledge in both formal and informal ways”—providing a “vehicle for contact and intellectual interaction often lost when one no longer works on campus” (Dr. Robert Painter). Many speakers have subsequently joined Senior College upon retirement because of the engaged and engaging response to their lectures.

In addition to asking academics to lecture, the Program Committee reaches out to the wider community, inviting, for example, Judge Michael Tulloch from the Ontario Court of Appeal to speak on the carding controversy and Globe and Mail architecture critic Alex Bozikovic to talk about Toronto’s architectural past and future. Former astronaut and scientist Roberta Bondar addressed bird migration; ethnomusicologist George Sawa brought his group Alpharabius to perform as well as teach us about musical diversity. Senior College also presents panels on timely topics, such as the situation (legal and social) of refugees, featuring people from a variety of countries, and how we, in
Canadian universities, can enhance education in developing nations (Academics without Borders and the Toronto Addis Ababa Academic Collaboration in Emergency Medicine). Various leaders from the arts community have also spoken to Senior College, including Mervon Mehta, Executive Director, Performing Arts, Royal Conservatory of Music, and Ian Dejardin, Executive Director of the McMichael Collection.

In the summer of 2020, in response to the Fellowship’s strong desire for intellectual community and discussion in the face of COVID-19, a summer program of 10 lectures was developed for the first time and presented entirely on ZOOM. Ranging much more widely geographically, we were able to bring in international scholars to speak whom we could not have afforded to invite under other circumstances. As is often the case, limitations lead to creative responses. Given the success of this, a similar program of 12 lectures has been developed for summer 2021, again on ZOOM. (This appears, along with the Fall 2021 program, at the end of Appendix 3a.) Because this change to online delivery has been particularly important for the less mobile of our members, we are considering a hybrid model (consisting of both in-person and virtual presentations) when the University re-opens. In addition, since October 2020, we have been recording the ZOOM lectures and making them available on the Senior College YouTube channel, with the permission of the speakers.
### 3-year Aggregate data for weekly lectures

<table>
<thead>
<tr>
<th></th>
<th>Number of lectures</th>
<th>Attendance</th>
<th></th>
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<tr>
<td></td>
<td></td>
<td>Mean</td>
<td>Range</td>
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<tr>
<td>(in person at Faculty Club)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall 2018</td>
<td>11</td>
<td>50</td>
<td>33-60</td>
<td></td>
</tr>
<tr>
<td>Winter 2019</td>
<td>12</td>
<td>50</td>
<td>34-68</td>
<td></td>
</tr>
<tr>
<td>Fall 2019</td>
<td>12</td>
<td>54</td>
<td>38-79</td>
<td></td>
</tr>
<tr>
<td>Winter 2020</td>
<td>10 (2 COVID-19 cancellations)</td>
<td>46</td>
<td>31-65</td>
<td></td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>45</td>
<td>50</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(online on ZOOM)

|               |                    | Mean          | Range       |   |   |
|---------------|--------------------|---------------|---|---|
| *Summer 2020 | 10                 | 35            | 20-46       |   |   |
| Fall 2020    | 12                 | 62            | 21-90       |   |   |
| Winter 2021  | 12                 | 75            | 49-115      |   |   |
| **Total:**   | 34                 | 57            |   |   |

*This was the first year Senior College held summer sessions.

**Disciplines represented and numbers (fall 2018-winter 2021)**

*Scientific* (natural, engineering, medical, mathematics): 14

*Historical and Political* (law, history, politics, economics, geography, business): 26

*Religion/Education/Social Sciences* (psychology, sociology, anthropology): 17

*Humanities and Arts* (philosophy, literature, art, music): 22

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**Senior College Lectures by Discipline**

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**Full schedule of talks:** see Appendix 3a.
3b. Monthly Colloquia

Colloquia were begun to meet Senior College’s mission “of providing a forum for intellectual exchange” on questions of general interest. They are 2-hour discussions taking place monthly, initially only during the academic year, but because of their popularity, extending into the summer for the last several years. They cover a range of topics, often involving social change (impact of the pill; smart phones and interpersonal communication; alteration of social norms), government policies (regulation of migrant farm workers; preservation of the monarchy; funding sports and the arts), or other topics of current interest (cultural appropriation; the place of indigenous knowledge in the university). Colloquia are limited to Fellows and External Fellows and numbers are capped to encourage discussion when we meet in person; on ZOOM there is no cap. A chair, who is chosen based on background knowledge or especial interest, frames the questions to be addressed and chooses appropriate background readings. Regardless of the topic, given the make-up of Senior College, participants bring diverse perspectives to the discussion, sometimes from their academic work, other times from more general knowledge.

As one Fellow explained, “what is special about our colloquium is that we are all given a list of recommended readings which are always well selected. This provides a common basis which facilitates the participation of everyone and enriches the discussion…. Since the colloquia are attended by participants with different expertise who come well-prepared, they are both informative and enjoyable” (Dr. Max Nemni). The goal is not to come to conclusions, but rather to stretch each other’s minds. Generally, the colloquia avoid topics requiring specialized knowledge and rarely bring in an expert, though when it is deemed necessary, it is largely to help select readings, introduce the topic, and guide the discussion. As founding Principal Peter Russell put it, the format of the colloquium brings out “one of Senior College’s distinctive strengths, its multi-disciplinary nature.” When COVID-19 hit, the sessions continued immediately online.

3-year Aggregate data for monthly colloquia

<table>
<thead>
<tr>
<th></th>
<th>Number of colloquia</th>
<th>Average attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>(in person at Senior College Centre, with space limit of 15)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall 2018</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td>Winter 2019</td>
<td>4</td>
<td>15</td>
</tr>
<tr>
<td>Summer 2019</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Winter 2020</td>
<td>2 (1 cancelled)</td>
<td>15</td>
</tr>
<tr>
<td>Total:</td>
<td>14</td>
<td>13</td>
</tr>
</tbody>
</table>

(online on ZOOM, with no limitations of size)

<table>
<thead>
<tr>
<th></th>
<th>Number of colloquia</th>
<th>Average attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winter 2020</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td>Summer 2020</td>
<td>4</td>
<td>15</td>
</tr>
</tbody>
</table>
Colloquia clearly appeal to Fellows who wish to have a forum for extensive discussion. A core group has attended almost every one and others have joined for specific topics. During the COVID-19 lockdown, attendance increased and, fortunately, the features of ZOOM allowed the discussions to be orderly. Post-COVID, the mode of delivery (ZOOM, hybrid, or in person) will need to be examined, as well as the appropriate number of participants.

**Summer “Lunches” and “Meet Your Colleagues” sessions**

Three years ago, Senior College began holding (individual-funded) summer lunches at the Faculty Club to bridge the (then) gap in programming between May and September. Shortly thereafter, the Colloquium Committee was given responsibility for organizing them. Some lunch discussions focused on a specific topic, but the large number of participants made it difficult to maintain a single discussion. In 2019, the gatherings were split between conversational sessions and those at which a Fellow of Senior College gave a short talk on their research. When the latter turned out to be popular, they were moved into the nearly empty (and hence quiet) Faculty Club Pub. When the coronavirus struck, we moved the summer “lunch” program onto ZOOM and relabelled it “Meet Your Colleagues.” Each session features one Fellow of Senior College giving an informal presentation on some aspect of his/her research. In 2020, they were held every other week from June through August and generally attracted over 20 people. The Colloquium Committee has tried to put together a balanced program, covering humanities (e.g., opera; Shakespeare); social sciences (e.g., social inequality; curiosity), science (e.g., opioid research; mathematics; medical screening), and history and politics (e.g., African slavery; Regent Park, past and present). The history of the summer lunches illustrates the process by which Senior College has evolved: a desire by Fellows for ever more intellectual engagement and committees’ experimenting with formats to fulfil that demand.

### 2-year Aggregate data

<table>
<thead>
<tr>
<th></th>
<th>Meet Your Colleagues</th>
<th>Average attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>(in person at the Faculty Club)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer 2019</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>Summer 2020</td>
<td>6</td>
<td>23</td>
</tr>
</tbody>
</table>

**Full schedule of sessions:** see Appendix 3b.
3c. Annual Symposium

The Symposium is Senior College’s premier event of the year, a full day of interdisciplinary talks on a theme of current interest, held at the Faculty Club each April and open to the public. Now in its 16th year, it began in the early assemblages that eventually became Senior College. Attendance has well exceeded 100 for the past 5 years and, in 2019, the event sold out, reaching the limit of the Faculty Club’s largest room. Because of COVID-19, the 2020 Symposium was postponed, then held on ZOOM in November with an even larger audience. The 2021 Symposium was planned as an online event from the start.

Each theme is chosen based on importance, general interest, and the availability of information from multiple disciplinary perspectives. This is evident in the programs for the last four Symposia included in Appendix 3c and in their broad but focused titles:

<table>
<thead>
<tr>
<th>Year</th>
<th>Topic</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>#13</td>
<td>2018 - Inequalities and their Consequences</td>
<td>120</td>
</tr>
<tr>
<td>#14</td>
<td>2019 - Thinking and Feeling: How Do They Interact?</td>
<td>135</td>
</tr>
<tr>
<td>#15</td>
<td>2020 - Ethical Challenges of the 21st Century</td>
<td>150</td>
</tr>
<tr>
<td>#16</td>
<td>2021 - Roots of Violence</td>
<td>200</td>
</tr>
</tbody>
</table>

Outstanding talks have included:
- John Myles (University of Toronto): Intergenerational equity for erstwhile hippies: What’s happened to the “Summer of Love?” (#13)
- Kwame McKenzie (Wellesley Institute): Inequality, health, and the promise of basic income (#13)
- Anne M. Malloy (Ontario Court of Appeal): The myth of the unfeeling judge (#14)
- Michael Szego (Unity Health Toronto): The brave new world of genomics (#15)
- Lorraine Ferris (University of Toronto): What do I need to know about predatory/deceptive journals? (#15)

As important as the outstanding talks are the multiple perspectives presented by selected speakers. As one participant commented on the 2020 evaluation form: “The blend of science and social science perspectives and experts added greatly to the value of the symposium.” A humanities perspective is included, whenever possible: a play reading in the 13th Symposium, a talk on film music in the 14th, and a talk on opera in the 16th.
An important part of each Symposium is the discussion period after each presentation, when Fellows and other attendees can ask questions of the speaker and/or make comments. In fact, when the 12th Symposium expanded to 8 speakers to accommodate more points of view, the resulting limit on the duration of the discussion periods was roundly criticized. Therefore, beginning with the 13th Symposium, no more than 6 speakers have been scheduled and they are kept to their scheduled times.

The evaluations for the 13th-15th Symposia have been very positive. Every talk has been mentioned by several respondents as the most interesting talk of the day, and the variety of lectures and their pacing have been praised. The overall ratings on a 5-point scale (1 lowest; 5 highest) have been largely 4 and 5. The positive assessment is also reflected in anonymous comments on the evaluation forms such as: “I have attended every one since inception and have not been disappointed once.” “I found the morning sessions more interesting, but I really appreciate that there was a variety of topics offered.”

These successful Symposia are each the result of a year’s work by the volunteer Symposium Committee, a committee comprised of 10-12 Fellows from diverse fields. The Committee begins planning immediately after each Symposium, first evaluating what just occurred, based on Fellows’ own appraisal and the evaluation forms, and then brainstorming about the next theme. Once that theme is selected, speakers are chosen according to the relevance and quality of their scholarship and, equally importantly, their skill in speaking to a general audience. Prior to the event, 2-3 members of the Committee brief the speaker on the type of talk and slides that are appropriate, the nature of the audience, and the logistics of the day.

The Symposium is advertised widely within the University of Toronto community through the Senior College listserv, announcements at Senior College Wednesday programs, postings on the University of Toronto and Faculty Club events pages, and alerts to neighboring universities and individual University of Toronto departments. The talks are recorded and posted on the Senior College website and the Senior College YouTube channel.

Because it was planned as an online event from the start, the April 2021 Symposium was able to include experts from Quebec, Scotland, and the
Netherlands. The online format in 2020 and 2021 also allowed the removal of the size limit and thus advertising farther afield, including through CURAC, the association of retired faculty groups (see section 9c). Because this is a University of Toronto event and most of the speakers are from the University of Toronto, this enlarged audience can only enhance the University’s reputation. As one person wrote on the November 2020 evaluation form: “THANK YOU so much for allowing Nova Scotia Seniors College members to join. I loved the diverse, but associated lineup of topics!”

In 2018 and 2019, the Chair of the University in the Community program was encouraged to invite up to 8 students to attend the Symposium at no charge. The resulting table at the Faculty Club was filled with eager students from this outreach program (see section 3k), who added important perspectives through their engaged questions and comments. For 2020 and 2021, the limit of 8 students was lifted because the event was online but the number stayed about the same, due to conflicting work schedules or difficulty getting access to a computer. In 2018 and 2019, the costs for these complementary registrants were covered by donations from the Bank of Montreal (2018) and a private donation from a Fellow (2019).

The Symposium is the most expensive event undertaken by Senior College. It requires renting both large rooms on the main floor of the Faculty Club: the dining room (for talks and tables for lunch) and the front room (for registration and simple buffet-style food for breaks and lunch). The registration fee has been set at $50 ($20 for students) as the limit that Fellows consider reasonable for the event. (An increase in the fee to $75 the week before the event has been effective in discouraging late registrations.) The registration fees cover the cost of food and incidental expenses but only part of the room rental and fee to Media Services for audiovisual support and recording. Senior College has been able to raise funds from sponsors to cover the shortfall: Bank of Montreal for 5 years (up to 2019), Delmanor (since 2018), and Living Assistance Services (since 2020). The donation from Delmanor was targeted to fund the travel expenses of one out-of-town speaker in 2018 and 2019. Donors are invited to send a representative to the event and to display publicity materials; their logos appear on the program and advertising. They are thanked by the Principal during the event and by means of a formal letter after the event. Because of reduced expenses for the online events in 2020 and 2021, Senior College has been able to accumulate a surplus for supporting future Symposia.

3d. Monthly Book Club

Senior College Book Club was launched in the fall of 2019 to add yet another strand to the strong intellectual and academic programs of the College. Many University of Toronto faculty and librarians, upon retirement, deem it vital to continue to keep abreast of knowledge, not only in their individual academic areas, but in major currents of thought across disciplines.
The Club aims to offer works of substance appealing to academics beyond their narrow specialities. As one thoughtful Fellow has written:

Our book club is different from others because of the composition of its members. This greatly contributes to the variety and type of books that are selected: they range from literature to history, political science, economics, etc., including any topic in the world of science. The only restriction is that the chosen book must appeal to a well-educated audience, not just to specialists in the field. …The composition of the members of the Book Club not only results in an uncommon variety of subjects selected, but also in an uncommon depth of analysis. It is sometimes amazing to see the different readings of the same book, as seen through the eyes of literary specialists, historians, and scientists. (Dr. Monique Nemni)

The Book Club has grown dramatically in numbers of participants and has increased the rigour with which we choose the annual book program. Subcommittees are responsible for gathering book suggestions in each category (science/social science; politics/history; arts and humanities) from the Fellowship and then submitting both these and their own researched suggestions to the committee for discussion.

The Club has adapted the in-person discussion format of its meetings successfully to the virtual format, without sacrificing Fellows’ extensive participation. Once we moved onto ZOOM, we were also able to carry the banner of the University of Toronto internationally by inviting leading academics or book authors from abroad to join Club conversations. As the accompanying data and book list (Appendix 3d) indicate, this program is meeting the goal of intellectual development and collegial interaction of faculty in keeping with the agreed purpose and mandate of Senior College at the University of Toronto.

**20-month Aggregate data for the Book Club**

(In person at Senior College Centre, with space limits of 20)

<table>
<thead>
<tr>
<th>Number of meetings</th>
<th>Average Attendance</th>
</tr>
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<td>Fall 2019</td>
<td>3</td>
</tr>
<tr>
<td>Winter 2020</td>
<td>3</td>
</tr>
</tbody>
</table>

(Online on ZOOM, with no limitations of size)

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<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Winter 2020</td>
<td>5</td>
<td>35</td>
</tr>
<tr>
<td>Summer 2020</td>
<td>3</td>
<td>40</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>4</td>
<td>40</td>
</tr>
<tr>
<td>Winter 2021</td>
<td>5</td>
<td>30 [based on 3 only]</td>
</tr>
</tbody>
</table>
Disciplines represented and numbers

*Scientific/Social Scientific*: 6
*Politics/History*: 9
*Humanities and the Arts (including fiction)*: 8

Clearly, from its inception, the Book Club has met a need and has been successful in garnering a large audience. Its challenge, going forward after the pandemic, will be to find a format (venue/mode) that allows it to maintain its quality and attractiveness.

**Full List of Book Selections**: see Appendix 3d.

### 3e. Excursions

The Excursions Committee was established as a sub-committee of the Program Committee at the end of 2018 to fulfil three different academic purposes within Senior College. The first was to permit intensive follow-up on topics first presented in the Wednesday talks. For example, when Dr. Laurence Harris lectured on “The Perception of Our Own Body”, Fellows were then able to visit his laboratory and engage with the actual experimental process. The second purpose was to engage specialist scholars in guiding tours of local areas of geographic or climate interest, as with Dr. Tony Davis’s ecological lecture on erosion while leading an illustrative walk along the lakefront. A third aim was to study more extensively different cultures and artistic activities in the Toronto area, as with the guided visit to the Ismaili Centre and the Aga Khan Museum. In all of these, the emphasis has been on what one participant called “expert commentary” and “thoughtful discussion” (Dr. Lesley Lavack).

Prior to the establishment of the formal committee, a number of academically focussed excursions were organized by one of the founding Fellows of Senior College, geographer Dr. Joe Whitney. Some of these were local, such as the ones to Joker’s Hill, the Koffler Scientific Reserve, the Oak Ridge...
Conservation area, and Fort York. Others were farther afield—to Iceland and Haida Gwaii—but were, once again, focussed on both the “human and natural ecology” (Dr. Peter Hajnal). Peter Russell, the College’s founding Principal, also organized a trip to Newfoundland to study and celebrate the anniversary of the signing of the Atlantic Charter alliance between Britain and USA. In short, the scholarly has been at the core of the excursions from the start.

Limited to Fellows and External Fellows, the excursions are essentially self-financing, for there is no budget for them. Numbers on most have been limited because of the size of the facility. On average, there have been 15 to 30 participants on each trip and there is always a waiting list. Whether offering opportunities to learn about architecture, legal history, or invertebrates, the excursions have been well received for “their variety and stimulation” (Dr. Giuliana Katz). We look forward to restarting these as soon as COVID-19 restrictions are lifted.

14-month Aggregate data for excursions

A total of 8 excursions, all pre-COVID and all but one (which was rained out) with maximum numbers because of space limitations.

<table>
<thead>
<tr>
<th>DATE</th>
<th>EXCURSION</th>
<th>NUMBER (LIMIT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winter 2019</td>
<td>Backstage tour of Four Seasons Centre for the Performing Arts and concert in Richard Bradshaw Atrium</td>
<td>25 (20)</td>
</tr>
<tr>
<td></td>
<td>Tour of Osgoode Hall and Campbell House by Curator of Law Society</td>
<td>23 (20)</td>
</tr>
<tr>
<td>Spring 2019</td>
<td>Ecological hike on Toronto waterfront with U of T geographer Tony Davis</td>
<td>25 (25)</td>
</tr>
<tr>
<td></td>
<td>Nature hike through ravine with Dr. Jim Gurd (in the rain) to Scarborough College</td>
<td>6 (none)</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>Fisher Rare Book Library tour with PJ Carefoote, Head of Department of Rare Books and Special Collections</td>
<td>20 (20)</td>
</tr>
<tr>
<td></td>
<td>Laurence Harris’s body perception laboratory at York University</td>
<td>20 (20)</td>
</tr>
<tr>
<td>Winter 2020</td>
<td>ROM invertebrate collection behind-the-scenes tour</td>
<td>23 (15)</td>
</tr>
<tr>
<td></td>
<td>Aga Khan Museum tour of special exhibition entitled ‘Caravans of Gold’ and tour of Ismaili Centre</td>
<td>20 (20)</td>
</tr>
</tbody>
</table>

COVID-19 HITS...
3f. Speakers Bureau

In the context of its mandate “to facilitate and encourage retirees’ involvement and contribution to the larger community beyond the University,” Senior College formed the Speakers Bureau in the fall of 2010. The Bureau lists retired faculty, librarians and senior administrators who are willing to present pro bono talks or lead discussions about subjects on which they have expertise. Updated information about the list is regularly distributed to schools, seniors’ homes, service clubs and other organizations in the GTA, and is available on the Senior College website:

https://seniorcollege.utoronto.ca/senior-college-speakers-bureau/

When the College receives requests, the Administrator contacts the speaker or, if the request is for a topic rather than a specific speaker, an appropriate member of the Bureau. Members of the Bureau who are invited to speak decide whether they wish to accept the invitation. College policy is that speakers provided through the Bureau do not charge a speaker’s fee; however, speakers may accept an honorarium and contributions to their travel expenses.

The Speakers Bureau remains an important aspect of Senior College’s community outreach activity. Activities have obviously been constrained with the restrictions of the pandemic. But the Speakers’ list has recently been reviewed and renewed. To maintain the College’s impact, we will need to initiate a new program advertising the Bureau’s availability, following the resolution of the COVID-19 pandemic.

3g. Research Grants

In 2017, Senior College introduced a program of small research grants to support the costs of Fellows’ ongoing scholarship. There is a competition and it is adjudicated by the Research Committee, which issues a call for proposals in advance of the September 30th deadline. Each submission is assigned to one member of the Research Committee, who contacts two reviewers, at least one of whom is from a list supplied by the applicant. Once the reviews are submitted, decisions about quality of projects and appropriate funding are made by the Research Committee as a whole.

Funding for research grants comes entirely from donations to Senior College. The level of funding available for each competition is determined by the Executive Committee, on the advice of the Research and Fund-raising Committees. In each of 2017, 2019, and 2020, $5000 was distributed to aid a total of 13 research projects on topics from the humanities (e.g., performance of opera), history and politics (e.g., social history of South Lancaster, Ontario; impact of the change from the G8 to the G7), and the social and physical sciences (e.g., biological physics; motivational science). Grants varied from $615 to $2700
(average $1150) and were given as partial aid for completing projects. (There were no eligible applications in 2018, likely because the competition year was switched from the academic to the calendar year, decreasing the time between rounds.)

Fellows’ expenses during the year of funding are approved for reimbursement by the Chair of the Research Committee and reimbursed through the Senior College office. Much of the funding has been used to pay U of T graduate students for research assistance. Recipients are asked to write a report at the end of the year and an article for the Senior College Bulletin on their project. They are also asked to acknowledge Senior College in any resulting publication.

Senior College funding has helped Fellows complete book chapters on motivation (Hidi & Renninger, 2020), a book on the history of dentistry at the University of Western Ontario (Kenny, under review at U of T Press), two research reports on the G7 (Hajnal, 2020; Hajnal & Clinton, 2020), a 160-page “village history” of South Lancaster that will be posted on a website (Rayside, in preparation), a peer-reviewed journal article on research ethics (Friedland and Peter, 2019), and a lay translation of a technical article on quantum physics (Norwich, 2018). (Because of COVID-19, some 2019 recipients have been given extensions to complete their work.)

Full list of research grant awards: see Appendix 3g.

3h. Communications

Senior College communicates with its membership through a variety of mechanisms, including:

- weekly and monthly e-mails describing upcoming events and relevant news (see Appendix 3h. Notifications)
- the posting of upcoming events and records of past events on the College’s website
- the bi-(and sometimes tri-)annual publication of the Senior College Bulletin
- publication of the Senior Scholars Annual, a compendium of the achievements of Fellows over the past year (see section 3i)
- maintenance of the Senior College Encyclopedia (see section 3j)

To coordinate these different means of communication, the Communications Consortium was established in 2017 with the following mandate:

- to ensure that Fellows and Members of Senior College are provided with information regarding ongoing programs and activities of the College in a timely manner
- to ensure that information regarding the activities of Senior College and its members is made available to the broader community and vice versa
• to provide support to the Registrar and the Membership Committee regarding materials and information for the recruitment of new Fellows and External Fellows
• to consider new ways of and technologies for communicating with the membership of Senior College

Currently, members of the Consortium include: the Editor of the Senior College Bulletin (who also drafts the monthly notices), the Editor of the Senior Scholars Annual, the Fellow overseeing the College website, the Fellow responsible for the Senior College Encyclopedia, the Principal and the Vice-Principal Academic of Senior College, plus two additional Fellows. The initial meeting of the Consortium was held in 2017 and it has continued to meet twice a year since then.

Information about the College is also shared with the University Administration and with relevant academic organizations such as UTFA and CURAC. For example, copies of the Senior Scholars Annual are sent to the Faculty of Arts and Science, the Office of the Vice-President and Provost, the Offices of the Vice-President and Principals of UTM and UTSC, and other administrative offices; information regarding the weekly talks and annual Symposium is forwarded to CURAC. In addition, mailings that the College receives from CURAC are triaged and appropriate information forwarded to the College membership.

We recognize, with frustration, that our listservs are incomplete. The major limitation in communicating with the membership has, for years, been the fact that we cannot get email access to all the retired faculty and librarians of the University. We continue to provide information about the College to new retirees (see section 6g) and use word of mouth to make our activities known to Members not on the listserv.

Senior College website
https://seniorcollege.utoronto.ca/

Over the past 3 years, the Senior College website has undergone extensive modifications and expansion reflecting its increasing importance in serving our membership. Over this period, we have added many new features including an easy means of applying for and renewing membership, a list of Fellows, an FAQ tab, as well as an online Donations tab and a listing of obituaries (*In Memoriam*). Other new sections include a form for subscribing to the Senior College listserv, links to the Faculty Club and University in the Community, lists of Senior College committees, and an operations chart. The website also requires continual updating to maintain current and archived listings of the weekly lectures, the annual Symposia, colloquia, book club meetings, art shows, excursions, Senior College *Bulletins* and the Senior Scholars Annuals.
Two or three times each year, the College publishes the Senior College Bulletin. This publication, available on the College’s website, and sent out to the listserv, contains not only a message from the Principal and reports from members of the Executive, but short articles by Fellows of the College and an In Memoriam section.

Here are some of the highlights from recent issues.

Fall 2020:
- Four articles in which authors reflect on developments in their disciplines:
  - Lynda Lange, “Retrospective on My Discipline – Philosophy”
  - Becky A. Sigmon, “Teaching Human Evolution in Honolulu”

Fall 2019:
- Report on the May, 2019 CURAC meeting in Guelph, ON
- Judith Friedland, “Rules and Responsibilities of Research Assistants Interacting with Research Participants” (Senior College research grant report)

Fall 2018:
- Report on the College’s outreach: University in the Community

Spring 2018:
- Report by Peter Hajnal on Senior College and its support for Scholars Give Sanctuary

Fall 2017:
- Article by Shiraz Dossa on Canada 150 and Indigenous rights

The monthly email notification

For each College event, be it a talk, a colloquium, a meeting of the Book Club, a “coffee break”, or a Symposium, an email is circulated with details and registration information on a regular (daily, weekly) basis. It has, however, proved helpful and also convenient to email the membership a regular monthly summary of all the activities to take place during the next four weeks. For this reason, since October 2017, with the exception of some summer months, a Notification has been sent out each month. As of November 2020, 33 issues have appeared.

3i. Senior Scholars’ Annual

The Senior Scholars’ Annual is a yearly compilation of honours, awards, publications, invited lectures, conference presentations, research grants, teaching activities, and other significant accomplishments of Fellows, External Fellows, and Members of Senior College at the University of Toronto during the preceding
year. Though always incomplete, since not everyone reports, the Annual provides a sample of the broad array of the ongoing academic and community contributions undertaken by the membership, and illustrates the depth and breadth of active scholarship that pervades all activities of Senior College. Information is collected and compiled by the Editor of the Annual who is a member of the Communications Consortium.

For the 2020 edition, the information obtained from 53 scholars indicated:

<table>
<thead>
<tr>
<th>Publications</th>
<th>Books</th>
<th>10</th>
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<tbody>
<tr>
<td></td>
<td>Book Chapters</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>Papers/Articles</td>
<td>121 plus 14 in press</td>
</tr>
<tr>
<td>Oral Presentations</td>
<td>Invited Lectures</td>
<td>72</td>
</tr>
<tr>
<td></td>
<td>Presentations at Conferences</td>
<td>15</td>
</tr>
<tr>
<td>Graduate Students</td>
<td>PhD Supervision</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Post-Doctoral Supervision</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>External Examiner</td>
<td>5</td>
</tr>
<tr>
<td>Editorial Boards</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>National/International Honours &amp; Awards</td>
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<td>4</td>
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The full Annual can be found at: [https://seniorcollege.utoronto.ca/publications/senior-scholars-annual/](https://seniorcollege.utoronto.ca/publications/senior-scholars-annual/)

Upon completion, the Annual is highlighted in a monthly notification to members as well as in the Bulletin, and is posted on the Senior College website. Copies are also widely distributed electronically across the University community (as noted in 3h Communications).

This publication reminds us—and others—of our continuing engagement with scholarship and the University. Its benefit in that regard is currently being evaluated against the cost and time devoted to its production.

### 3j. Encyclopedia/University of Toronto History Project

While the broad mission of the Senior College Encyclopedia initially encompassed the full scope of the University’s history, the editorial focus over the past five years has been on biography. Given the mandate of the College, the biographical emphasis has been primarily on the extensive cadre of retired academics, senior
administrators and librarians now within the College’s ambit. The aim has been to document the myriad individual contributions that have collectively fostered the institutional and scholarly development as well as the stature of the University and to provide a broad, rich and interconnected reference base in support of subsequent research and inquiry into the University’s history, character and growth. As a first stage in the development of the biographical base, primary attention has been paid to the category of *In Memoriam* – attempting to capture as comprehensively as possible the contributions of earlier and passing generations in the institution’s story. Currently, there are 822 entries in the *In Memoriam* section. To date, the Encyclopedia has assembled approximately 2000 pages of individual biographical entries (a total of approximately 3000 entry pages), in various stages of development.

While the focus has been primarily biographical, links related to each individual are made to relevant programs, organizations, institutions, and the like (departments, research centres, disciplines, provincial and national professional and academic associations) in order to provide appropriate historical and contemporary contexts. The MediaWiki capacity for creating categories allows the effective development of thematic areas and topics. An example may be seen in the integrated entry on “Astronomy” developed by Dr. John Percy:

https://sce.library.utoronto.ca/index.php?title=Astronomy_at_the_University_of_Toronto

Another effort at recapturing and preserving the historical institutional memory is the standing invitation to the Senior College membership to offer personal recollections and reflections on events and changes experienced during their university careers. (A similar initiative in the Senior College *Bulletin* led to reflections on the changes that have taken place in the scholarship related to their specific disciplines.) A *Memoirs* section of the Encyclopedia, set up to capture these reminiscences, offers a significant resource for research and reflection:

https://sce.library.utoronto.ca/index.php?title=Category:Memoir

The scope of this Encyclopedia project and its necessary support are both currently under review.

**3k. Outreach: University in the Community**

University in the Community (UitC) is a program which fits within the College’s fundraising objectives as approved by the Provost in 2018 (see section 8). Unlike the other programs described in that document, its purpose is community outreach. UitC fosters university-community engagement by providing university-level non-credit courses to Torontonians who, for financial, health, family or other reasons, have been unable to attend university. Through its courses, students extend their understanding of the world they live in and
become better able to address the challenges they face day to day. Courses are free. In addition to giving the program some financial support, Senior College assists in program planning and curriculum design, and encourages College Fellows to offer lectures. It also welcomes UitC students, without charge, to its annual Symposium.

UitC was established by the Workers Educational Association in Canada and it operates at the University of Toronto by means of a Memorandum of Understanding with Senior College and Innis College, which provides space and technical support. The program has received financial support from the Office of the Provost of the U of T (2015-2020), and the Faculty of Arts and Science (2020-2023). This funding enables the hiring of the program coordinator, Joanne Mackay-Bennett. Her principal duties involve inviting speakers, contacting community organizations for new students, interviewing students and organizing extra-curricular activities. UitC has benefitted greatly from her assiduous work and dedication to the program.

Over the last 15 years more than 320 students have taken 73 courses. Enrolment in the 2020-21 virtual course was approximately 20-24 students.

Here are examples of recent offerings (see Appendix 3k for a full list of activities, and more on the history and mission of UitC):

**2018-19: Human Rights and the City**
--Kofi Hope, senior policy adviser, Wellesley Institute; Bousfield distinguished visitor, School of Urban Planning, U of T. “Global City for Whom?”
--Innis College: Screening of Dr. Anne Innis Dagg’s film, “The Woman Who Loves Giraffes.”

**2019-20: The Public Good: Who Is the Public and What Is the Good?**
--Inuit Elder and Knowledge Keeper Naulaq LeDrew, Toronto Inuit Association. “Common Good as Practice in Traditional Inuit Culture.”

**2020-21: Lessons Learned in a Lockdown**
--Peter Russell, Professor Emeritus, Political Science, U of T. “The US Election Results/Non-results”.
--Evelyn Forget, Professor, Department of Community Health Sciences, University of Manitoba. “Canada’s Forgotten Universal Basic Income Experiment in Dauphin, Manitoba 1974-1979: 40+ Years Later.”
4. Senior College Centre

Senior College Centre is situated in Suite 412 at 256 McCaul Street. (It has been closed since March 2020 because of COVID-19.)

The 256 McCaul suite consists of an entry lounge, an office for the Administrator, a small additional office, and a meeting room. The entry lounge offers a space where publications of Senior College Fellows can be displayed. It is also where the College membership can meet informally and where volunteers carry out their activities. The small office is utilized by the Executive Committee, but also supports the needs of volunteers and has at times acted as a research office for Fellows of Senior College.

Floor plan of Senior College Centre (for full 4th floor plan, please see section 7d)
The meeting room was, pre COVID-19, where the monthly colloquia and book club meetings took place. It was also used for meetings of the standing committees of Senior College and the Board of Management of Senior College Centre. Thus, the meeting room and the office of the Administrator have been the most important and most used space requirements for the College.

4a. Visual Arts Program

Since its inception, Senior College has encouraged the sharing of non-academic interests. The first Principal, Peter Russell, promoted art shows of works by the membership. This vision was expanded by the next Principal, Harold Atwood, through the establishment of a Visual Arts Committee in 2019. The initial goals were: 1) to mount three or four shows per year at the Senior College Centre on McCaul Street and 2) to hold shows of projected images of photographs and other artistic work at the Faculty Club at the time of Senior College meetings.

Art exhibits at the Senior College Centre

Exhibits by members are encouraged and held at Senior College’s home base, 256 McCaul Street. This provides an incentive to visit the Centre and serves to decorate the breeze block walls. To facilitate exhibition, particularly of photographs, standard-sized frames and mattes were purchased through a donation. The membership is regularly invited to propose a show through announcements and the listserv. An open invitation is also on the Senior College website.

Exhibitions are hung for 2-3 months, mainly in the meeting room but with overflow in the lounge. They begin with an opening reception during which the artist speaks about the work. Shows and receptions are promoted by a colorful poster, announcements at Wednesday programs, listing on the Senior College website, and messages through the Senior College listserv. The six exhibitions since 2018 have demonstrated well the broad range:

1) October 2018. Helen Lenskyj: *Memories of Australia*. A display of water colour paintings created during return visits to her native Australia. This show was in progress when the Visual Arts Committee was founded. A catalogue can be
found online at https://seniorcollege.utoronto.ca/catalogue-helen-lenskyjs-memories-of-australia/

2) January 2019. John Kennedy: WW1 Memorabilia from a Trunk: Ephemera of Mme. Jeanne Compondou. Materials from World War 1 saved by a Swiss-Canadian French teacher of the period, in her (1915) SS Rochambou metal shipping trunk. The displayed items included the trunk itself, German propaganda leaflets, postcards with scenes from the front, and correspondence. The material is now in the University of Toronto Fisher Rare Books Library.


5) January 2020. Andrew Baines: Life Journey. Sketches and paintings from the trip Andrew and his wife Cornelia made during a visit to Iran in the 1960s, together with European and Ontario pictures created throughout his life. A catalogue can be found online at https://seniorcollege.utoronto.ca/catalogue-andrew-baines-life-journey/

6) September 2020 (online because of COVID). Helen Lenskyj mounted a virtual show of another series of paintings entitled Australia: Trees, Mountains, Water. This was accompanied by a well-attended virtual opening held on ZOOM. A catalogue can be found online at https://seniorcollege.utoronto.ca/catalogue-helen-lenskyjs-memories-of-australia/

Each exhibition and its opening are advertised with a colorful poster. The exhibitions are made possible by the work of the Administrator, Vennese Croasdaile, in making the posters, helping with hanging and logistics, and, for most exhibitions, preparing exhibition catalogues.
See Appendix 4a for the posters for all six exhibitions, which are also posted on the website at: [https://seniorcollege.utoronto.ca/toplevelevents/art-show/](https://seniorcollege.utoronto.ca/toplevelevents/art-show/).

Because of COVID, a planned mixed-media group exhibition of works created by Members and Fellows had to be postponed. In the future, the College would like to hang images of the Principals in the Centre. Charlie Maurer has donated a formal photographic portrait of the founding Principal, Peter Russell, but no unveiling date has yet been arranged. Harold Atwood will also be recognized in this way.

The Visual Arts Program has established itself as a successful feature of the Senior College Centre. Coming out of COVID-19, the College will need to consider whether to leave the program online, resume remounting of shows at the Centre, or both—bearing in mind that fewer Fellows may visit the Centre because some events may no longer be held there (e.g., the Book Club has likely outgrown the space).

**Projected images at Wednesday talks at the Faculty Club**

We attempted, with only partial success, to project images created by members before the Wednesday talks at the Faculty Club. Lenore Atwood showed wildlife images that were well received, as was a travelogue by Peter Alberti. The main obstacle has been that it was not possible to set up a permanent facility, largely because the assigned room changed from week to week and the donated computer had to be removed between meetings. The alternative of projecting images on the screen used for the talks often conflicted with the speaker’s preparation.

Subsequently, the Faculty Club has installed permanent projection facilities in the main dining room and it may be possible to introduce this type of show during the luncheon before the Wednesday talks when live gatherings return.

**4b. Role of Senior College Volunteers**

Volunteers have provided very useful services from the time that the office area was part of the Academic Retiree Centre. They continued to play a role at Senior College Centre until its temporary closure in March 2020 because of COVID-19.

Volunteers are not usually members of Senior College; they have typically been other retired members of the University community, such as Senior Alumni, whose services have been solicited through announcements in newsletters and the Bulletin. They are usually present in the Centre for a ½ day per week and their activities are supervised by the Administrator. They may be involved in opening or closing the Centre and as the on-site representative of Senior College in the absence of the Administrator. Among other duties, they greet visitors to
the Centre, log their presence and make them welcome: offering refreshment, showing them around, responding to questions, providing information, or taking messages. Volunteers are also expected to help keep the Centre tidy. They may, at times, assist in organizing the use of the facilities.

Some volunteers have office experience and computer skills that can be utilized. In these cases, they have done filing, carried out internet searches, or helped with tasks involving basic Word or Excel programs. One volunteer organized the submissions for the Senior Scholars Annual (see section 3i) for several years; another has been involved in the ongoing Encyclopedia project (see section 3j).

Volunteers contribute to the work of the Centre and the social contact of visitors to the Centre. While, in this variety of ways, volunteers may reduce the workload of the Administrator, they also bring the added responsibilities of training and supervision.

4c. Senior College Centre Committees

The Strategic Plan for the Senior College Centre (Appendix 4c) recommended the continuation and improvement of services and activities for all retired faculty and librarians, with the aid of the administrator and through the establishment of committees for specific programs. Committees recommended were: 1) a House Committee to assist the Administrator in operating and improving the Centre; 2) a seniors’ health committee to recommend health education and promotion, enlisting health professionals for advice; 3) a committee for technology workshops, emphasizing internet and social media developments and problems; 4) an Art Committee to recommend and assist with exhibitions of art and historical materials in the Centre. Also recommended were the continuation and strengthening of the Speakers Bureau as an important outreach program.

Following the approval of this Strategic Plan by the Board of Management in 2019, steps were taken to implement the recommendations. However, the advent of the COVID-19 pandemic, in conjunction with the reduction of the Senior College Administrator from full-time to 60% time, have halted further progress on many fronts. The Senior College Centre was closed in late March 2020, and all meetings and activities were switched to online platforms.

House Committee: Senior College Centre Advisory Group

The House Committee / Senior College Centre Advisory Group (Principal and 6 Fellows) was launched in November 2019. At this time, recommendations for the improved use of space in the Centre were made. 1) Given the desire to store and display publications by Fellows and to make available important and relevant information for seniors, a better use of the main meeting room space would be to replace the existing little-used metal lockers with different furniture for storage
and display. 2) The small office room should be reserved for the discretionary use of incoming College executive officers for work space and meetings.

In addressing the recommendations of the Strategic Plan, the past art shows and their opening receptions were reviewed and new suggestions for future events in the Centre were received by the (already existing) Art Committee. The formation of both the Health Panel Initiative and the Technology Workshops / Internet Education group was approved in principle.

Health Panel Initiative

In January 2020, Senior College Fellows who had been health care professionals were consulted on the format and mandate of the recommended seniors’ health committee. While all felt that this worthy endeavour should never be considered a substitute for professional medical care, they agreed to move forward with the planning of the Health Panel Initiative—until COVID-19 interrupted everything and the Centre was closed.

Technology Workshops / Internet Education

The College began its work in this important area in early 2020, when the Vice-Provost Office’s representative on the Board of Management informed us of a course on internet security offered through the University. A committee, consisting of the Principal and Vice-Principal Administrative, aided by two Fellows assisting as website and technology advisors, polled the Fellowship and found great interest in attending this particular course. The delay caused by the need to purchase a projector (so that the course could be presented in the Centre’s meeting room) meant that the pandemic intervened before the course could be given. When a safe environment can be assured at the Centre, we will arrange for this to take place, along with other related technological endeavours suggested by the Committee and the Fellowship.

Art Committee

The activities of this committee are addressed in section 4a.

Speakers Bureau

The information on the Bureau constitutes section 3f.
5. Impact of COVID-19

When COVID arrived in mid-March 2020, Senior College had two Wednesday talks remaining in the Winter series, an in-person Executive Committee meeting scheduled for March 25th at the Senior College Centre, and a full-day Symposium scheduled for April 7th at the Faculty Club. All were immediately cancelled or postponed.

By March 25th, Senior College had pivoted onto ZOOM, and the Executive Committee meeting went ahead online. Senior College quickly realized that the adverse effects of the lockdown over the summer would be especially severe for Fellows, many of whom live alone, might have to cancel summer plans, and/or (because of their age-related vulnerability) might rarely, if ever, leave their dwellings. It was decided to offer programming and social contact online via ZOOM throughout the summer. In April, the scheduled Book Club meeting and Colloquium went ahead online and a weekly virtual coffee hour was introduced to help alleviate the isolation of the pandemic. (Attendance has been as high as 70, but averages at about 20 per meeting.) By May, a new series of Wednesday talks had been arranged, as had a formal series of Meet Your Colleagues sessions. By July, programming could accommodate numbers as large as 40 for the Book Club and 100 for the Wednesday talks, numbers well exceeding the in-person capacity. The postponed Symposium took place online in November, with all of the original speakers and 150 registrants. The online programming continued throughout the 2020-21 academic year and will stretch through the summer of 2021.

The online pivot had surprisingly few teething problems as Committee chairs learned how to keep order online and use breakout groups for large assemblages, and as Fellows learned to navigate the functions of ZOOM (e.g., mute/unmute, video on/off, raise your hand). The Administrator was invaluable in helping Fellows to access ZOOM and manage its features.

Fellows have had nothing but praise for the expansion of online programming, although they comment frequently that they miss the in-person social interaction and more informal intellectual discussions. The online platform has made Senior College offerings available for the first time to members who live out of town, one of whom commented: “Since I no longer reside in Toronto, but rather in a very small rural town, the stimulating online programs and opportunities offered by the U of T's Senior College have been a godsend. Senior College is to be commended for their rapid adaptation to the online world” (Dr. Howard Eisenberg).

Senior College sent the schedule of online Wednesday talks (Fall 2020 and Winter 2021) and of the two Symposia (November 2020 and April 2021) to CURAC (see section 9c) to share with the retired faculty in their member organizations. Senior College events have thus been enhanced by participation from across the country and received not infrequent praise, like this recent comment about the January and February 2021 Wednesday talks: “I
congratulate your Programme Committee on selecting the most interesting speakers on a fascinating range of topics: from “Islandology,” to justice issues, biography writing, and today on technology and aging health. If it were not for the pandemic, I would not have had the advantage of hearing these stimulating speakers” (John Cossom, University of Victoria).

Transitioning out of COVID, Senior College will need to decide whether to continue some online programming to capture this expanded audience and to include local Fellows who either have moved out of the city or are still reluctant to mix socially.
6. Financial Structure and Information for Senior College

Financial Chart

The financial streams of Senior College are several, as are the responsibilities for oversight. 1) The Administrator’s salary support now comes from the Provost’s Office and the College has no control over this. 2) Expenditures from donations are targeted for specific uses, as shown below, and are collected and monitored by U of T Advancement. 3) Senior College Centre support is shared between the University and the College (the latter for the listed expenditures), and is reviewed periodically by its Board of Management. 4) Fellows’ fees are used to support the academic programs and pay for Senior College Centre expenses. These are controlled by the Bursar, with input from the Budget Committee and Operations Group.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
<td>U of T (Provost) UTFA-partial (2015-2018)</td>
<td>Donations to Senior College</td>
<td>U of T start-up plus Fellows’ Contributions</td>
<td>Fellows’ annual fees</td>
</tr>
<tr>
<td>Oversight</td>
<td>Vice-Provost’s Office</td>
<td>U of T Division of University Advancement</td>
<td>Vice-Provost’s Office, SCC Board of Management</td>
<td>SC Bursar</td>
</tr>
<tr>
<td>Accounts</td>
<td>U of T Salary account</td>
<td>Donations account</td>
<td>SCC account</td>
<td>SC Fellows’ account</td>
</tr>
<tr>
<td>Expenditure</td>
<td>Administrator Salary</td>
<td>• Research Grants • Symposium • UitC • SCC programs/enhance</td>
<td>• supplies • printing • petty cash • program expenses</td>
<td>• Faculty Club membership • Faculty Club space • meetings/events • SC expenses</td>
</tr>
</tbody>
</table>
6a. Annual Membership Fees for Fellows and External Fellows

Senior College has two major categories of membership. Members include all retired faculty and librarians of the University of Toronto; these individuals have access to the facilities of Senior College Centre and to the Wednesday talks of Senior College. Members wishing deeper engagement in College activities may become Fellows with the payment of a yearly fee. Partners of Fellows may become External Fellows—a designation that is also available to retired academics from other institutions. Fees from Fellows and External Fellows constitute the major income source for Senior College.

Fellowship and External Fellowship offer enriched opportunities beyond simple membership, such as participation in the book club, excursions, and colloquia. Another important feature of this enrichment is membership in the Faculty Club. The cost of this is reviewed each year, along with operating expenses, at a fall meeting of Senior College Council, and the next year’s fee is set to cover the expected costs for the coming year. Since the operating fund has consistently kept about the same balance at each year end, this fee structure appears appropriate and sustainable. Because External Fellows share in the enriched part of what Senior College provides, they are appropriately charged exactly the same fee as [internal] Fellows; partners of Fellows and External Fellows, however, do not pay a second Faculty Club membership.

List of annual membership fees for Fellows and External Fellows from 2016 through to 2021

<table>
<thead>
<tr>
<th>[Fees for Fellows and External Fellows are the same]</th>
<th>2016, 2017</th>
<th>2018, 2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>With Faculty Club membership, joined</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014 or earlier</td>
<td>$160</td>
<td>$190</td>
<td>$190</td>
<td>$115</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>To be set in</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>summer</td>
</tr>
<tr>
<td>With Faculty Club membership, joined</td>
<td>$260</td>
<td></td>
<td>$190</td>
<td>$115</td>
</tr>
<tr>
<td>2015 or later</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without Faculty Club membership</td>
<td>$80</td>
<td>$80</td>
<td>$80</td>
<td></td>
</tr>
</tbody>
</table>

Fees are invoiced in January for the calendar year. In 2018 and 2019 those who joined as new Fellows after July 1 were charged $80 for the remainder of the year to December 31. In 2020, $190 was collected at the start of the year, but because the Faculty Club closed in March 2020, $75 was refunded or credited, making the net fee retained $115. Because of the move to ZOOM and decrease in expenses, no fee was charged to continuing Fellows in January 2021; those who joined as new Fellows after October 1, 2020 have been charged $25. A decision will be made in the summer about fees for the second half of the year, when more is known about the Faculty Club reopening and meetings in person recommencing.
Total number of (fee-paying) Fellows and External Fellows in the academic years from 2016 through to 2021.

After in-person meetings stopped in March 2020, the online program was widely publicized and promoted by the Registrar. From October 2020, an eligible individual can join as a Fellow or External Fellow for $25, until in-person programs resume. The current count for 2021, reported by the Registrar on March 31, 2021, including many who joined this way, is 175: 122 Fellows, 26 External Fellows, and 27 partners.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>With Faculty Club membership</td>
<td>78</td>
<td>88</td>
<td>85</td>
<td>95</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Without Faculty Club membership</td>
<td>33</td>
<td>34</td>
<td>47</td>
<td>33</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>122</td>
<td>132</td>
<td>128</td>
<td>133</td>
<td>175*</td>
</tr>
</tbody>
</table>

*No membership dues have been paid to the Faculty Club for 2021 because it is closed.

6b. Fees Charged to Members (i.e., Non-Fellows) for Attendance at Events, and Other Sources of Revenue in 2019-20 and 2020-21

Members of Senior College and invited guests of Fellows are welcome to attend the Wednesday lectures. Non-Fellow attendees have been encouraged to pay a nominal fee. The annual Symposium has been open to the public with a charge that partially covers expenses (room and audio-visual rental, coffee, luncheon). External funding allows us to keep a price point that makes the event accessible to those with lower incomes. Fellows and External Fellows pay individually for the Symposium, excursions, and the summer solstice event.

Since March 2020 our online ZOOM activities have incurred minimal expenses, and so both the Wednesday programming and the Symposium (postponed to November from April) were made available without charge.

<table>
<thead>
<tr>
<th>Attendance fees by year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Fellows attending a Wednesday program</td>
<td>$10</td>
<td>$10</td>
<td>$10</td>
<td>$10</td>
<td>$10</td>
</tr>
<tr>
<td>Excursions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer solstice event</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Symposium, early registration</td>
<td>$45</td>
<td>$45</td>
<td>$50</td>
<td>$50</td>
<td></td>
</tr>
<tr>
<td>Symposium, late registration</td>
<td>$50</td>
<td>$50</td>
<td>$60</td>
<td>sold out early</td>
<td>$0</td>
</tr>
</tbody>
</table>

*Until ZOOM meetings began with COVID-19
6c. Financial Arrangements with the Faculty Club

Every Fellow and External Fellow must currently be a member of the Faculty Club, unless he or she is a partner/spouse of a member. A reduced Senior College fee that does not include the cost of Faculty Club membership is available to partners and to Fellows who pay for their membership through the Joint Plan or directly to the Club. Senior College pays the membership dues to the Faculty Club from the fee invoiced in January.

Senior College has had a working arrangement with the Faculty Club: the dues for a Senior College Fellow have been $130 (including HST), instead of the $225 for a regular retired member of the Club. In addition, no charge is levied for room rental, instead of the usual $300 to $500, for the space normally used for the programs. The Faculty Club does retain the right to move a Senior College event to other space in the building, if it can rent the booked room to another group. Occasionally, Senior College pays a special room rental fee when a particular space is essential, as for a musical event. The Faculty Club does not charge the College for audio-visual equipment, including laptop, projector, screen, podium, microphones, and sound system; the regular charge for each of these ranges from $30 to $100. Senior College normally only pays for the beverages and cookies served at the meeting coffee breaks. For the annual Symposium, the College does pay for room rental and audio-visual resources, as well as for food and drink, and these are included in the registration fee. The table below shows the fraction of Senior College Fellows’ expenditures that goes to the Faculty Club for membership and services.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>All expenditures from Fellows’ account</td>
<td>$22840.67</td>
<td>$29002.43</td>
<td>$31717.98</td>
<td>$33824.36</td>
<td>$5337.12</td>
</tr>
<tr>
<td>Paid to Faculty Club</td>
<td>$19811.40</td>
<td>$26337.80</td>
<td>$25472.51</td>
<td>$27744.45</td>
<td>$2756.50</td>
</tr>
<tr>
<td>Faculty Club %</td>
<td>86.7%</td>
<td>90.8%</td>
<td>80.3%</td>
<td>82%</td>
<td>51.6%</td>
</tr>
</tbody>
</table>

In addition, the Faculty Club serves a special buffet lunch for $17.50 before or after the Wednesday program, which is paid for individually, not by Senior College; approximately 20 Fellows plus the guest speaker partake each week. After the December Council meeting, many Fellows stay to enjoy the holiday buffet for about $35, again paying individually.
6d. Appropriateness of Resource Allocation Management and Financial Sustainability of Primary Programming and Initiatives

[Data are tabulated below in 6e. Annual Financial Statements; the University’s Year-End Financial Statements of Senior College and Senior College Centre appear in Appendix 6e.]

The College has taken the promotion of its mission as the major criterion for determining the appropriateness of resource management: “to serve as a forum for intellectual exchange, academic, educational and cultural activities, as an interdisciplinary research institution, and a focal point for collegial interaction among members of the academic retiree community.”

To this end, the Fellows’ fees are set in order to keep the Wednesday program, colloquia, and book club sustainable. Wednesday speakers receive no honorarium, but they are invited to lunch and they do seem to appreciate interacting with an engaged audience. About once a year, there is a musical program on a Wednesday for which a musician is paid a professional fee. Colloquia and some College business meetings have been held at the Senior College Centre, some with coffee and tea arranged by the Administrator and charged to the Fellows’ cost centre. All of these costs were deemed appropriate to promoting the College’s academic and intellectual mission.

As of March 2020, in-person programming has not been possible. Our move to online ZOOM activities has obviously meant reduced costs. As a result of this, we are providing a refund for that part of the 2020 fee representing the Faculty Club membership that could not be utilized. No added fees will be collected in 2021 until we have set the 2021 fee—a decision which has been postponed until the summer, when we may know more about the timing of the reopening of the Club. An administrative fee of $25 is being charged for new Fellows and External Fellows, however. Despite the lowering of income, the Senior College Fellows’ account, which the Bursar looks after, is in a strong financial position.

6e. Annual Financial Statements of the Senior College Fellows’ Account, for Calendar Years 2016-2020

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenue and expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating fund balance, January 1</td>
<td>$3787.23</td>
<td>$5714.62</td>
<td>$5055.59</td>
<td>$5860.14</td>
<td>$6182.16</td>
</tr>
<tr>
<td>Revenue</td>
<td>2016</td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
</tr>
<tr>
<td>---------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Fees</td>
<td>17755.00</td>
<td>18250.00</td>
<td>19680.00</td>
<td>19715.00</td>
<td>23290.00</td>
</tr>
<tr>
<td>Deduct fee refunds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer Solstice event</td>
<td></td>
<td></td>
<td></td>
<td>345.00</td>
<td>420.00</td>
</tr>
<tr>
<td>Excursion</td>
<td></td>
<td></td>
<td></td>
<td>500.00</td>
<td>205.00</td>
</tr>
<tr>
<td>Wednesday payments</td>
<td>400.00</td>
<td>712.00</td>
<td>900.00</td>
<td>1435.00</td>
<td>280.00</td>
</tr>
<tr>
<td>Sponsorship by Delmanor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>604.25</td>
</tr>
<tr>
<td>Faculty Club loyalty</td>
<td>33.96</td>
<td></td>
<td></td>
<td></td>
<td>17.49</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td><strong>$18188.96</strong></td>
<td><strong>$18962.00</strong></td>
<td><strong>$20942.49</strong></td>
<td><strong>$22674.25</strong></td>
<td><strong>$16081.78</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Club memberships</td>
<td>-8055.45</td>
<td>-10448.53</td>
<td>-10714.68</td>
<td>-10925.15</td>
<td>-11232.49</td>
</tr>
<tr>
<td>Add back membership dues refund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>11182.93</td>
</tr>
<tr>
<td>Annual General Meeting</td>
<td>-198.01</td>
<td>-171.25</td>
<td>-152.46</td>
<td>-162.33</td>
<td></td>
</tr>
<tr>
<td>Council</td>
<td>-573.79</td>
<td>-1153.24</td>
<td>-327.09</td>
<td>-259.25</td>
<td></td>
</tr>
<tr>
<td>Program, Wednesdays</td>
<td>-5416.83</td>
<td>-5902.00</td>
<td>-6435.41</td>
<td>-9024.68</td>
<td>-3608.72</td>
</tr>
<tr>
<td>Colloquium &amp; tea/coffee</td>
<td>-426.92</td>
<td>-136.86</td>
<td>-416.13</td>
<td>-51.85</td>
<td></td>
</tr>
<tr>
<td>Summer Solstice party</td>
<td></td>
<td>-508.78</td>
<td>-429.38</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excursion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-520.35</td>
</tr>
<tr>
<td>Faculty Club doors contribution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-1034.10</td>
</tr>
<tr>
<td>Stationery, office expense</td>
<td>-1290.57</td>
<td>-475.05</td>
<td>-1283.39</td>
<td>-679.24</td>
<td>-1168.36</td>
</tr>
<tr>
<td>CURAC membership</td>
<td>-300.00</td>
<td>-300.00</td>
<td>-300.00</td>
<td>-300.00</td>
<td>-300.00</td>
</tr>
<tr>
<td><strong>Total expenditures</strong></td>
<td><strong>$16261.57</strong></td>
<td><strong>$19621.03</strong></td>
<td><strong>$20137.94</strong></td>
<td><strong>$22352.23</strong></td>
<td><strong>$5337.12</strong></td>
</tr>
</tbody>
</table>

**Operating fund balance, December 31**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase in operating fund</strong></td>
<td>1927.39</td>
<td>-659.03</td>
<td>804.55</td>
<td>322.02</td>
<td>10744.66</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Symposium revenue &amp; expenses</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Symposium sponsorship, January 1</td>
<td><strong>$2997.51</strong></td>
<td><strong>$5508.39</strong></td>
<td><strong>$5640.25</strong></td>
<td><strong>$3725.92</strong></td>
<td><strong>$3450.69</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registrations</td>
<td>4090.00</td>
<td>4513.26</td>
<td>4020.00</td>
<td>5420.00</td>
<td></td>
</tr>
<tr>
<td>Anonymous Sponsorship</td>
<td>4999.98</td>
<td>5000.00</td>
<td>5000.02</td>
<td>5000.00</td>
<td></td>
</tr>
<tr>
<td>Anonymous Sponsorship</td>
<td></td>
<td></td>
<td></td>
<td>644.69</td>
<td>376.90</td>
</tr>
<tr>
<td>Anonymous Donation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>400.00</td>
</tr>
</tbody>
</table>
### Total revenue

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Club</td>
<td>-5163.31</td>
<td>-6976.16</td>
<td>-7859.35</td>
<td>-8477.29</td>
<td></td>
</tr>
<tr>
<td>Video, audio, projection</td>
<td>-550.00</td>
<td>-1277.50</td>
<td>-2092.50</td>
<td>-2150.00</td>
<td></td>
</tr>
<tr>
<td>Music</td>
<td>-500.00</td>
<td>-372.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Speakers' travel</td>
<td></td>
<td>-723.51</td>
<td>-376.90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts to speakers, other expenses</td>
<td>-865.79</td>
<td>-627.74</td>
<td>-531.68</td>
<td>-467.94</td>
<td></td>
</tr>
<tr>
<td><strong>Total expenditures</strong></td>
<td><strong>$6579.10</strong></td>
<td><strong>$9381.40</strong></td>
<td><strong>$11579.04</strong></td>
<td><strong>$11472.13</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Symposium sponsorship, December 31**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5508.39</td>
<td>$5640.25</td>
<td>$3725.92</td>
<td>$3450.69</td>
<td>$3450.69</td>
<td></td>
</tr>
</tbody>
</table>

**Symposium profit**

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2510.88</td>
<td>131.86</td>
<td>-1914.33</td>
<td>-275.23</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Balance Sheet, December 31

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Balance in cost centre</td>
<td>14758.09</td>
<td>10695.84</td>
<td>11803.76</td>
<td>12377.79</td>
<td>28772.51</td>
</tr>
<tr>
<td>Fees receivable</td>
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</tr>
<tr>
<td><strong>Assets, total</strong></td>
<td><strong>$14838.09</strong></td>
<td><strong>$10695.84</strong></td>
<td><strong>$12373.76</strong></td>
<td><strong>$12377.79</strong></td>
<td><strong>$28772.51</strong></td>
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<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Accounts payable to Faculty Club</td>
<td>-2975.08</td>
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<td>-1634.94</td>
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<td></td>
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<tr>
<td>Prepaid fees for next year</td>
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<td></td>
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<tr>
<td>Fee refunds</td>
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<td>Operating fund balance</td>
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<td>Symposium sponsorship</td>
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<tr>
<td><strong>Liabilities, total</strong></td>
<td><strong>$14838.09</strong></td>
<td><strong>$10695.84</strong></td>
<td><strong>$12373.76</strong></td>
<td><strong>$12377.79</strong></td>
<td><strong>$28772.51</strong></td>
</tr>
</tbody>
</table>

### 6f. Donations from Internal and External Sources to Senior College Programs

Donations designated for Senior College are received by University Advancement and paid into the College’s donation account. ‘Internal’ donors are individual members, and ‘external’ donors are corporations. Occasionally, a Wednesday program has been supported from a donation from an external source to pay for a larger room or a speaker’s travel expenses. The Symposium relies on sponsorship from external sources to cover costs of the venue and facilities, making and editing video recordings, and travel expenses for speakers from out of town. An internal donor has supported complementary Symposium registration for students of the University in the Community. Symposium speakers receive no honorarium, but they are given a small gift. Donations income supports both College outreach programs (such as University in the Community) and internal ones (Research Grants).
This review is of normal operations from 2016. After March 11, 2020, all in-person programs ceased abruptly because of the COVID-19 pandemic, and associated costs also stopped; the Faculty Club closed and is not expected to reopen until late in 2021. The only new expense has been a few hundred dollars for an increased ZOOM plan for video conferencing.

### Senior College donations account by year

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Starting balance</td>
<td>$16595.00</td>
<td>$18470.02</td>
<td>$14033.68</td>
<td>$18378.48</td>
<td>$13945.85</td>
<td></td>
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<tr>
<td>Donations from individuals</td>
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<td>1150.00</td>
<td>3630.00</td>
<td>3400.00</td>
<td>9650.00</td>
<td>19705.00</td>
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<td>100.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100.00</td>
</tr>
<tr>
<td>University in the Community – transportation $</td>
<td>-1000.00</td>
<td>-1000.00</td>
<td></td>
<td></td>
<td></td>
<td>-3000.00</td>
</tr>
<tr>
<td>9 picture frames for SC Centre art shows</td>
<td></td>
<td>-651.48</td>
<td></td>
<td>-651.48</td>
<td></td>
<td>-651.48</td>
</tr>
<tr>
<td>Anonymous</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>400.00</td>
</tr>
<tr>
<td>Univ. in the Community – 8 students to Symposium</td>
<td>-400.00</td>
<td>-400.00</td>
<td></td>
<td></td>
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<td>-400.00</td>
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<td>Anonymous sponsorship Faculty Club for Symposium, partial</td>
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<td>-5000.02</td>
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<td>Anonymous sponsorship Symposium speaker’s travel</td>
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<td>-644.69</td>
<td>-376.90</td>
<td>700.00</td>
<td>2200.00</td>
</tr>
<tr>
<td>Anonymous sponsorship Wednesday program expense, partial</td>
<td>-310.23</td>
<td>-294.02</td>
<td>-701.78</td>
<td>-1306.03</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anonymous</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1000.00</td>
</tr>
<tr>
<td>Anonymous</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>250.00</td>
</tr>
</tbody>
</table>

| Starting balance         | $16595.00 | $18470.02 | $14033.68 | $18378.48 | $13945.85 |                     |
| All donations & sponsorships | 6875.00 | 1250.00 | 14330.00 | 4600.00 | 16350.00 | 43405.00 |
| Total paid out           | -4999.98 | -5686.34 | -9985.20 | -9032.63 | -3705.98 | -33410.13 |
| Ending balance           | $18470.02 | $14033.68 | $18378.48 | $13945.85 | $28544.07 |                     |

### 6g. Role and Effectiveness of the Membership Committee

One of the standing committees of Senior College is referred to first in the Constitution as the Registrar’s Committee and elsewhere in the text as the Recruiting Committee. In 2019 it was recognized that this confusion in the
administrative structure required attention. In March 2019, recruiting and membership clarifications and changes were introduced: 1) the relatively inactive Registrar’s Committee was replaced with a new, proactive Membership Committee; 2) a distinction was made between the duties of the Registrar and those of the Membership Committee; 3) the priorities and mandate of the Membership Committee were developed; 4) the structure of the Membership Committee was determined, with its Chair also becoming the Associate Registrar (in case of the absence of the Registrar); 5) the types of membership were further defined.

The Membership Committee began its work in the latter half of 2019. John Youson acted initially as Chair of the committee, then as interim Registrar before confirmation as Registrar in June 2020. He contacted all the Fellows with an ‘ambiguous’ status (i.e., not paid-up in the current year) to clarify their position. He also established a protocol for welcoming new Fellows and External Fellows, starting from their point of enquiry and application through vetting by the Registrar to a letter of welcome from the Principal. A protocol for fee payment and renewal of membership was also created.

Senior College now has a complete and accurate list of Fellows and their status, and has been actively recruiting. In the period from November 1, 2019 to November 29, 2020, 35 new Fellows have joined Senior College. During that time, we sadly lost 3 founding Fellows and, in addition, 7 Fellows did not renew their membership when we moved to virtual programming. In the current year of 2021 we have recruited 29 new fellows (19 Fellows, 6 External Fellows, 4 partners/External Fellows).

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fellows</td>
<td>98</td>
<td>101</td>
<td>103</td>
<td>122</td>
</tr>
<tr>
<td>Ext.Fellows</td>
<td>19</td>
<td>21</td>
<td>21</td>
<td>26</td>
</tr>
<tr>
<td>Partners</td>
<td>19</td>
<td>21</td>
<td>23</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>136</td>
<td>143</td>
<td>147</td>
<td>175</td>
</tr>
</tbody>
</table>

Membership is solicited in a number of ways. Those retired faculty whose emails are made available to us by the Vice-Provost’s Office are contacted directly. Information about the College is included in the package of retiree information provided to all upon retirement. A presentation is also made to both the UTFA and the University’s pre- or post-retirement sessions. This last year retirees not on our listservs were contacted through their individual former departments. We recognize that there are still a significant number of U of T academic retirees whom we are not reaching.

Given adjustments for the inevitable attrition (Fellows deceased, unwell, or not wishing to continue), the Registrar and Membership Committee have, however, more than achieved their upper recruitment target of 150 for the last year, set in September 2019, with due consideration for the limits related to room sizes available in the Faculty Club.
7. Administrative Structure

7a. The Roles of Officers of the College

The Officers described in Senior College’s Constitution are: Principal, Vice-Principal Academic, Vice-Principal Administration, Bursar, Registrar, and Communications Coordinator. Each Officer is a member of College Council. The definition of each position (derived from the Constitution) is here followed by a brief outline of the roles.

**Principal** is the Chief Executive Officer of the College and is responsible for the administration of the College’s academic programs. The Principal also

- sets priorities for Senior College; meets regularly with Operations Group (Vice-Principals) to discuss priorities; discusses priorities with the Administrator;
- sets meetings for Operations Group, Executive Committee, Council, Senate, Board of Management, with assistance from the Administrator;
- co-chairs the Board of Management of Senior College Centre;
- is primary contact for University of Toronto’s administration on policy and governance;
- is main contact for UTFA’s administration;
- is main contact for external agencies including CURAC (College and University Retiree Associations of Canada);
- establishes contacts with the Faculty Club (appointing a representative to assist);
- assists with fundraising/advancement for Senior College;
- oversees work on the Constitution, Memorandum of Agreement, other regulatory items;
- is conduit to the Administrator, providing supervision and assistance, as required;
- promotes recruitment of Fellows, aiding the Membership Committee and Registrar;
- monitors University in the Community group;
- sits as *ex officio* member on several Committees as required, including the Nominating Committee.

**Vice-Principal Academic** assists the Principal in managing the College’s existing academic programs and developing new programs and special events. In addition, s/he

- monitors and reports on the standing committees devoted to academic programs and activities, as illustrated in the organization diagram;
- sits as *ex officio* member, or member, of selected Committees, as required;
- oversees the Small Research Grants program;
- advises on materials for raising the College’s profile;
- coordinates development of new programs and special events;
- monitors website for accuracy and completeness of program information;
- acts as back-up for Principal, if required.
Vice-Principal Administration assists the Principal in the administration of the College in the following ways:

- monitors the standing committees and groups devoted to the College’s operations and outreach;
- sits as *ex officio* member, or member, of selected Committees, as required;
- provides oversight of finances (as reported by the Bursar);
- provides oversight of membership, including recruitment and retention (with Registrar, Membership Committee, and Administrator);
- acts as conduit to access for the listserv (with Administrator);
- serves on Board of Management of the Senior College Centre;
- acts as back-up for Principal, if required.

Bursar is the Chief Financial Officer of the College and as such

- is charged with financial records and reports for the Fellows’ account;
- advises and helps to create financial plans for Senior College Fellows’ activities;
- records fees collected from Fellows; advises on fee structure and financial arrangements with the Faculty Club;
- chairs the Budget Committee; sits *ex officio* on the Fundraising Committee;
- interacts with the University regarding financial matters;
- reports to Council, Board of Management, and the Senate’s Annual General Meeting.

Registrar

- assesses eligibility of applications for the categories of Fellow and External Fellow; establishes and maintains protocols for processing applications;
- advises the Bursar regarding missing fee payments;
- maintains registry of paid-up Fellows, External Fellows, and known Members;
- reports on this registry to Council and Senate;
- communicates with Fellows and the Bursar regarding payment of annual fees and missing fee payments;
- assists the Membership Committee in maintaining and building active Senior College membership.

Communications Coordinator supervises the College’s communications with Fellows, External Fellows, and Members, while advising the College on all aspects of communicating with its membership, the University, and the outside world. To that end, s/he

- oversees the Communications Consortium, acting as Convenor to call meetings;
- supervises and consults with the groups and individuals responsible for specific aspects of communication, including the website, news bulletin, monthly notices, Senior Scholars Annual, Encyclopedia, and archives.
7b. Senior College Organizational Chart
### Colour Codes for Senior College Organization

<table>
<thead>
<tr>
<th>Colour</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>= Officers of Senior College</td>
</tr>
<tr>
<td>Black</td>
<td>= U of T Administration (Vice-Provost Office) and external agencies or groups.</td>
</tr>
<tr>
<td>Blue</td>
<td>= Board of Management for the Senior College Centre</td>
</tr>
<tr>
<td>Green</td>
<td>= Senior College Administrator</td>
</tr>
<tr>
<td>Purple</td>
<td>= Higher levels of Senior College Administration</td>
</tr>
<tr>
<td>Orange</td>
<td>= Standing Committees and groups of Senior College</td>
</tr>
</tbody>
</table>

### 7c. Role of the Administrator

The administrative needs of Senior College and the Senior College Centre have been met by a few part-time Centre volunteers and a single (.6 FTE) Administrator, who reports to the Director, Academic Affairs in the Office of the Vice-President and Provost. S/he does not report directly to the Principal of Senior College, but consults regularly on assignments and priorities.

The Administrator is the first point of contact of Senior College with its Fellows, External Fellows and Members, and the “face” of the organization for the external academic community both within the University of Toronto and beyond. S/he is responsible for the administration of the events and meetings of Senior College and for supporting the functions of the committees of Senior College and the Senior College Centre. In consultation with the Principal and the Operations Group, the Administrator receives regular instructions on the College’s priorities and their implementation. S/he assists with recording and finalizing the minutes of Board of Management meetings only. When the Centre is open, s/he manages the space and facilities on the St. George campus, advises on space and equipment needs, and coordinates the training and work of the Centre’s volunteers (see section 4b).

Effective communication for Senior College requires the maintenance of a website that is user-friendly to navigate and contains comprehensive information
concerning the College, including: how to join; how to pay fees; how to make donations in support of objectives; a listing of activities and how to register for them; and a general description of the breadth of the College’s endeavours. As an employee of the University of Toronto, the Administrator is the only person in Senior College who can make changes and adjustments to the website. This need arises frequently and can be very time consuming. S/he also controls the Listserv for distribution of information to Fellows, External Fellows, and Members of Senior College. With the advent of the COVID-19 pandemic, the Administrator took the lead in technical arrangements and innovations for continuing the College’s programs and meetings through the ZOOM platform. S/he coordinates regular e-mails concerning events, a regular newsletter, and the Senior Scholars Annual.

The Administrator is also available through e-mail and telephone to answer individual queries concerning Senior College and its activities. S/he helps Fellows, External Fellows and Members who encounter problems with dues payment, registration, missing ZOOM links, and other issues, as required.

An essential part of the Administrator's responsibilities is liaison and reporting on financial and policy matters to the office of the Vice-Provost, Faculty & Academic Life of the University of Toronto. As an employee of the University of Toronto, s/he alone accesses its financial information system to deposit Fellows' fees, Symposium registrations, and other revenue, such as guest donations toward the Wednesday talks (received as cash, cheques or on-line transfers); she also pays invoices or reimbursements approved by the Bursar or designate. S/he forwards to the Bursar copies of the documents for these transactions, along with copies of monthly financial statements of the Fellows’ cost centre account. S/he also forwards to the Registrar copies of documents regarding renewals and new applications for Fellows and External Fellows.

7d. Support Provided by the Office of the Vice-President and Provost

The salary of the Administrator (.6 FTE) is provided by the Office of the Vice-President and Provost. In addition, the physical space (closed since March 2020 because of COVID-19) allotted to Senior College and the Senior College Centre is Suite 412 at 256 McCaul Street.
As explained in section 4 above, it comprises (on the above floor plan) the lower left-hand (southwest) corner of the fourth floor: 412, 412A, 412B and 412C—an entry space, an office for the Administrator, a small additional office, and a meeting room.

As detailed in the Strategic Plan for the Senior College Centre (Appendix 4c), in 2008 the University allocated money for renovations and $36,000 per annum for “occupancy costs” (equivalent to the income that the University could realize from renting the space). As of 2018, the “occupancy cost” was estimated at $47,000 per annum.

When the Centre opened in the fall of 2009, the University, through the Vice-Provost’s office, paid for the Centre’s start-up material needs: space and its maintenance, the initial supplies and office equipment. In 2021, it supplied the Administrator with a new computer because she had to work from home. The Fellows of Senior College, from the start (2009), paid for expenses incurred in carrying on the College’s academic programs through their annual fees (managed by the Bursar). The Strategic Plan for the Senior College Centre states that “the main ongoing responsibility for maintaining and operating the Centre should remain with the University through the Vice-Provost’s office. Beyond maintenance and operational costs, if and when the Centre’s Board of Management approves new Centre services or activities that require funding or in-kind support, the Board should work with the Provost’s office to see if the additional funding or in-kind services are available. Both the University and Senior College agree that each benefits from this mutually advantageous relationship, and that each entity contributes to the other.” Responsibility for any new expenses in the Senior College office and at the Centre remains an ongoing agenda item for discussion at the Board of Management. Over the years, the Provost’s office has provided occasional supplies on an ad hoc basis, in addition to the recent lap-top computer, but there is no standing arrangement with the Provost for funding equipment and supplies for the Centre.
8. Fundraising and Outreach

Senior College has been very successful in raising funds, from its membership, for research grants and for the University in the Community program. Indeed, the internal fundraising drive in 2020 was instrumental in securing the amounts needed for the continuation of the research grants program not only for that year but for the next one as well. In addition, members of the Fundraising Committee have worked hard to get funding from external sources not only for research grants and speaker travel, but also for the annual Symposium, including 5 years of generous support from the Bank of Montreal, 3 years from Delmanor, and, more recently, from Simply Downsizing and Living Assistance. In addition, following a recommendation of the 2013-14 Provostial Review, Senior College formalized a document encouraging Fellows to make a legacy gift (see Appendix 8. Legacy Program). This program will become a part of the annual fundraising campaigns.

Building on these successes, Senior College has ambitious fundraising objectives which will be highlighted in two fundraising drives, one for internal funds for Senior College programs and the other for community outreach. At the same time, there will be continuing external fundraising, by a small group of Fellows, for specific goals such as the annual Symposium.

Section 8a below provides the current list of Senior College fundraising priorities which were approved in 2018 by the Vice-President and Provost. The modifications that Senior College is currently proposing will follow this section.

8a. Senior College Fundraising Objectives and Preliminary Budget

(November 2018) (approved by the Provost)

Objectives and projected budget

1. Academic Programs:

- *Annual Symposium:* On an annual basis, Senior College organizes and hosts a one-day public symposium at which retired scholars, leading experts and public figures address important issues of the day. Major themes of recent conferences have been: The Future: The Next Challenges (2015), Life and Death (2016), The New Technological Age: Good, Bad, or Just Different? (2017), and Inequalities and Their Consequences (2018). Funding is needed to support rental of space for the event, honoraria and travel expenses for invited speakers, and publishing the proceedings of the symposium. **$4,000 a year for**
publicity, travel expenses and honoraria; total for 3 years, $12,000

- **Special Lectures**: from time to time the College invites experts to speak on topics of particular interest or current importance. $2,000 per year for 3 years for publicity, travel expenses and honoraria; total for 3 years, $6,000

- **Academic Programs Travel Fund**: Trips to research facilities, art and other exhibits, supplementing the Academic Programs: recent examples include: the Genomics facilities at the Hospital for Sick Children; art studio of Charles Pachter; excursion to UTSC; research facilities at the Toronto Rehabilitation Centre. Members with disabilities (e.g. unable to drive, locomotion problems) often require additional aid to attend. $2,000 per year; total for 3 years, $6,000

- **Monthly Colloquium**: Duplication of materials. $1,000 per year; total for 3 years, $3,000

- **Encyclopedia, History, and Senior College Record**: An evolving project to document past events and ongoing changes affecting the University’s retirees: general support for data collection and storage. $1,000 per year; total for 3 years, $3,000

- **Research Grants**: In theory, retired faculty are eligible for small grants (up to $7,000) funded by the Social Science and Humanities Research Council block grant to universities (SIGs). But in practice departments use their allotment to support young scholars and there is rarely anything left over for retirees. There is no small grants program available in the sciences or engineering. Fellows of Senior College who are actively engaged in research require small grants to hire research assistants, meet publication costs, and attend conferences to present their research results or to gain relevant information. 4 grants a year averaging $2,000 per grant, $8,000 per annum; total for 3 years, $24,000

2. **Community Outreach**:

   *University in the Community*

   Senior College has been working with the Workers Education Association to bring university-level instruction to people in Toronto who for health, economic, or other reasons may never attend university. The program is built on the liberating power of education in the humanities and social sciences. Fellows of the College volunteer their services as lecturers and support attendance of some students at the Annual Symposium. Funding is needed to support the administrative costs of communicating information about the program throughout the city, in meeting and registering the students, aiding them to attend the meetings, and finding appropriate classroom locations. $2,000 per year; total for 3 years: $6,000

3. **Senior College Centre Activities**: 
The Senior College Centre offers a variety of programs and services to all Fellows, External Fellows and Members of the College, now estimated to number around 2,000 (although many of these are not currently available by e-mail). These programs help to maintain the vibrancy and connectedness of this important community of retired academics, not only amongst themselves, but to the University.

Programs currently envisioned include:

- **Visual Arts Development**: Continuing and expanding past practice, on three to six occasions each year the Centre will sponsor art exhibits by Fellows, External Fellows or Members to be held at 256 McCaul Street. Examples of recent exhibits include: *Memories of Australia* by Helen Lenskyj (2018), *Impressions of China 2007 – 2015* by Mitchell Kelner (2016), and *Recent travels in Iran* by Peter Alberti (2015)
- **Speakers Bureau** – providing speakers for events in the wider community
- **Special Workshops in Health Education**: for example, we envision inviting speakers to demonstrate CPR, the use of the defibrillator, ways to improve sleep habits, news related to prescribing and deprescribing pharmaceuticals for seniors, etc.
- **Modern Information and Technology**: protecting against computer fraud and courses in new technology where University staff are not able to facilitate/teach the sessions.
- **Seniors’ Affairs**: inviting speakers to give occasional workshops and presentations on financial matters, improvement of living conditions, and related topics.
- **Books and publications for the Centre**: the purchase of books and publications of interest to members for display and reading in the Centre
- **Communication materials**: Ongoing costs for creating and distributing brochures and other publications; membership communications.
- **Biannual Senate and Council meetings**: space rental, refreshments.

Each of these programs entails costs of one kind or another. To meet the ongoing expenses of the Senior College Centre in mounting these activities, and in view of their projected expansion over the next three years, and the current lack of any income to replenish the budget for the Senior College Centre, we estimate projected expenses for these programs as **$5,000 per year: $15,000 over three years.**

**Total estimated budget for 3 priorities combined**: $25,000 per year $75,000 for 3 years.

In the coming months, the Fundraising Committee will put in place an annual program of drives to meet its goals of raising funds both for the College and for its outreach priorities.
9. Impact of Senior College

9a. The Role of Senior College in Enhancing the Experience of U of T’s Retired Faculty Members, Librarians and Senior Administrators

The Mission Statement of Senior College begins as follows:

Senior College supports and fosters the scholarly, professional and creative activities of retired faculty and librarians. The College’s mission is to serve as a forum for intellectual exchange, academic, educational and cultural activities, as an interdisciplinary research institution, and a focal point for collegial interaction among members of the academic retiree community.

Intellectual community

Senior College provides retired faculty, senior administrators, and librarians with a rich intellectual community—a context which many people miss when they retire. The work of scholars is frequently solitary and often, by necessity, focussed narrowly on their own fields during their pre-retirement careers. At the College, Fellows and Members are offered a broad and rich array of intellectual opportunities within a framework that favours dialogue and meaningful discussion.

As detailed in 3a, weekly lectures offer high-level presentations in many disciplines given by a variety of experts, both within and outside the university. Each lecture is followed by a question period of up to one hour that is characteristically wide-ranging and lively. Notable examples of distinguished speakers from outside the university include Dr. Roberta Bondar, astronaut (among many other accomplishments), and Douglas Gibson, author and legendary editor and publisher at McClelland & Stewart. From within U of T, talks have been given by active faculty such as Dr. Beverley Orser from the Department of Anaesthesia and Dr. Tania Li from the Department of Anthropology. Members and Fellows of the College also participate as speakers, often featuring recently published books (Dr. Magdalene Redekop, English) or a series of articles (Dr. Suzanne Hidi, OISE). These talks not only provide the audience with an insight into the work of colleagues but also offer one model for constructing a post-retirement life.

The weekly talks are but a part of the intellectual activities offered by the College. As presented in detail in section 3, other initiatives offer participants what one Fellow described as a “stunning range of possibilities” for collegial discussion and debate. These include: the colloquia, based around pre-circulated readings and offering a brief presentation to orient discussion of contemporary
topics, and the book club, a recent addition, devoted to discussion of both important non-fiction and fiction. Finally, one of the highlights of the rich intellectual offerings provided by the College is the annual Symposium which always attracts large audiences. In non-COVID-19 times, it has taken the form of a day-long “event” in the inviting ambience of the Faculty Club and features a lunch. Members of the general public as well as Fellows and Members of the College are treated to presentations on current topics of broad relevance. The symposium for 2020, for example, focussed on Ethics for the 21st Century, with talks ranging from genomics to the online radicalization of citizens by terrorists. This was held online (on ZOOM) and attracted an even larger audience than usual.

With the onset of the COVID-19 restrictions, Senior College extended its activities through the summer period by means of ZOOM and added to its events. At present, there is a minimum of one academic event per week, more commonly two, and occasionally more. The isolation imposed by COVID-19 has actually resulted in people being able to get together more frequently to discuss diverse events and topics.

Opportunities for engagement and leadership

Although with a different purpose and orientation than other colleges at the University of Toronto, Senior College was conceived with a similar administrative structure in order to achieve its mission. This structure relies entirely on volunteer activity (aside from the 0.6 administrative assistance) to fill the roles providing governance for the College and carrying out the work involved in this academic venture.

Fortunately, Senior College has proved attractive to many retired academics and librarians (not to mention senior administrators) from U of T with considerable administrative experience. They have assumed the roles of officers (Registrar, Bursar, etc.), and Chairs of committees or have taken on other important administrative tasks, such as programming. These contributions draw on pre-retirement experience in order to allow the College to function as an effective platform enhancing the intellectual and social wellbeing of its Fellows and Members.

Strong connections to the University of Toronto in a collegial setting

As is amply demonstrated in this document, Fellows and Members of Senior College have the benefit of maintaining a strong connection to the University. As founding Fellow Dr. Mary Jane Ashley states: “After thirty years as a faculty member and administrator, my participation in Senior College in retirement helps me continue to feel meaningfully engaged in the University.” (See also Appendix 9a. Founding Fellows’ Statements.) In so doing, Fellows also meet new colleagues who share their goals and aspirations. As active participants in a “collegium” in the most traditional sense of the word, they reap the rewards of
being part of a significant intellectual and social community. Needless to say, during the pandemic, Senior College has been a lifeline for many.

The impact of the many facets of the College for engaged Fellows is eloquently summarized by Dr. Milton Charlton:

Senior College is an intellectual oasis for retirees and has been an important part of our lives since 2012 when I retired. We have looked forward to the live weekly events and miss them greatly now in the COVID-19 era. The wonderful organizers of Senior College have managed to maintain a great series of online lectures and events. The ability to maintain a vibrant intellectual connection with U of T after retirement has enriched my life and that of my spouse. We have learned many wonderful things at Senior College. During my time as an academic scientist at U of T, I talked to other scientists, even those in disparate disciplines. However, I had no time to exchange ideas with faculty in the humanities. I have been a fervent reader since childhood and took four years of English at U of T while completing a BSc. At Senior College, I have been able to reconnect with the humanities through discussion with retired faculty from those disciplines. The scope of the College is remarkable. In addition to the weekly lectures, we benefit from a book discussion group, a regular colloquium on various subjects and an annual symposium. There have also been several field trips to places of interest. For instance, we visited the Occupational Health and Safety lab and learned about safe driving simulators and safety of winter boots.

Continued intellectual involvement with the institution and students to which we devoted our adult lives is a major factor in decisions to remember U of T in our wills.

9b. Benefits of Senior College for the University of Toronto

The benefits that accrue to the University of Toronto from its retired faculty and librarians are numerous. These can be seen from three perspectives: the University’s external reputation and impact; benefits within the University of Toronto; the University’s connection to the community through Senior College.

External reputation

The development of, and support for, Senior College are cited as reasons that the University of Toronto has been recognized as one of Canada’s Top 100 Employers (2021), Canada’s Top Family-Friendly Employers (2020), and Greater Toronto’s Top Employers (2021). The authors, Richard Yerema and Kristina Leung, state that “the organization maintains a Senior College Centre to provide retired academics and librarians with space to meet and discuss topics of shared
interest” within their article on the University of Toronto’s recognition as a top employer (Appendix 9b. U of T Top Employer).

Senior College is first and foremost a community of scholars who may be retired but many maintain ongoing academic activities. A recent survey of Fellows demonstrated that since 2015, Fellows have published 24 books, have held $6,298,970 in peer reviewed grant funding, and are serving on 90 Editorial Boards of scholarly journals (Appendix 1[2]).

Through a series of small research grants, Senior College not only supports ongoing scholarship by its Fellows but also validates that work. As is the case with active faculty, presentations by Fellows on their work to the Wednesday afternoon talks allows them to continue to hone their communication skills and test their theories before an active, critical audience. Subsequent publications and lectures promote the concept of the University of Toronto as research intensive.

A number of retired academics from the University of Toronto were instrumental in the development of CURAC (College and University Retiree Association of Canada). This summer, in the isolation of the COVID-19 pandemic, Senior College chose once again to demonstrate leadership within this organization by opening its Wednesday afternoon talks and yearly Symposium to members of CURAC. This has brought colleagues from a number of other educational institutions to the Wednesday meetings and, hopefully, provided not only intellectual sustenance, but also, connection to retired faculty across the country.

**Within the University of Toronto**

The majority of speakers in our Wednesday talks are recruited from the ranks of active faculty at the University of Toronto. This offers an opportunity for these scholars to experience the continuum of academic activity that can occur across the years, from young faculty to post retirement. It also exposes the speakers to a critical, engaged audience from a multitude of disciplines. This requires them to develop the skill of explaining their discipline to a general audience but at a high intellectual level. Our sense, without quantification, is that these lectures are perceived as a high-value activity for speakers and a number of them have joined Senior College following their own retirement.

Despite “retirement,” a number of Senior College Fellows continue to be active in the educational programs of the University. Some elect to teach in some capacity, while others continue graduate supervision or contribute by such things as chairing PhD thesis examinations at SGS. (For this year’s summary list, see 3i.)

Many Senior College Fellows have been eminent researchers and teachers in their fields and public recognition of this has often taken place at the time of their retirement. These tributes have a direct benefit to the University and
include: scholarships set up within the University in recognition, for example, of the contributions of Joe Whitney (Geography) and Peter Russell and Janet Paterson (Innis College); awards and named scholarly events such as the Jonathan Dostrovsky Award in Neuroscience. (For a complete list, see Appendix 1[2].)

Finally, retired faculty and librarians are significant contributors to the University directly through participation in fundraising campaigns, such as Boundless. The ongoing connection offered by Senior College to the University of Toronto makes donations by Members and Fellows more probable—especially in their wills.

Connection to the community

As noted in earlier sections, Senior College offers academic outreach to the community in several ways.

First, it maintains a Speakers Bureau that may be called on by community groups. Libraries, seniors’ organisations, service clubs, and others can arrange for speakers from a variety of disciplines through Senior College (see 3f. Speakers Bureau). Senior College also offers a yearly Symposium open to the public on matters of current concern (see 3c. Annual Symposium).

In partnership with Innis College and the Workers Educational Association, with the financial backing of the Faculty of Arts and Sciences, Senior College supports University in the Community. This program (described in section 3k) provides university level courses to Torontonians who, for financial, health, family, or other reasons, are unable to attend university.

Several years ago, under the leadership of the late Joe Whitney, Senior College raised funds to support the settlement of refugees as new arrivals in Canada. (See below in 9c.)

9c. External Connections

Senior College has links to several professional bodies external to the University of Toronto. Involvement ranges from ongoing financial support to non-fee-paying membership.

CURAC (College and University Retiree Associations of Canada)

As outlined in the Introduction, retirees of the University of Toronto played a significant role in the founding (in 2002) and early years of the national umbrella organization of academic retirees’ associations. The subsequent development of Senior College has acted as a model, through CURAC communications, for other institutes of higher education to consider the establishment of their own vibrant academic communities post-retirement.
Senior College acts as a formal point of contact between CURAC and the University of Toronto. Inquiries from CURAC are handled within the College, where appropriate, or forwarded to the relevant University body (for example, Office of the Provost).

CURAC, for which Senior College pays an annual fee, engages with the full scope of retirement issues. Benefits of CURAC membership include health information, travel insurance, and other programs supporting the needs of seniors. This is available to the College membership not only through the CURAC Newsletter that is circulated to them but on CURAC’s impressive website which provides an array of materials of potential interest. These range from articles on topics of current general interest to retirees to newsletter links to the other institutional associations for retirees across the country.

Senior College delegates have attended all of the annual meetings of CURAC and have reported back to the membership on the relevant contents. Having Senior College host a future meeting of CURAC at the University of Toronto is under active consideration, but COVID-19 has disrupted planning. In the interim, the College has offered to CURAC members access to its online Wednesday lectures and annual Symposium to help counter the isolation caused by the pandemic. And we have, indeed, been joined by CURAC members from universities from UVic to UNB, and everywhere in between.

SAC (Seniors Advisory Committee, Service Canada Ontario Region)

The mandate of this Committee, as stated in 2014-15, is to provide to Service Canada advice and feedback that represents the perspectives of seniors in Ontario on issues relating to all its programs and services, including national programs such as the Canada Pension Plan and Old Age Security. The Committee is made up of 15-20 individuals representing Ontario seniors, and meets 2 or 3 times each year. Committee members are selected based on the recommendations of seniors’ organizations or community volunteer programs. At the SAC meetings, documents and materials prepared by Service Canada are reviewed and recommendations are made.

Starting in 2014, the Principal or a Vice-Principal of Senior College has attended SAC meetings as the representative for “University of Toronto’s Academic Retirees and Senior College.” In this way, the University of Toronto’s retirees, via Senior College, provide input to the Federal Government on policies and procedures affecting Ontario and Canadian seniors.

UitC (University in the Community)

See section 3k and Appendix 3k.

Refugee assistance initiative
Following the Canadian government’s initiative to integrate more Syrian refugees into Canada, a group of Senior College Fellows assembled a refugee support group in 2015 in an effort to adopt a Syrian refugee family. This College initiative succeeded in raising sufficient funds to co-sponsor such a family for a year. Despite much assiduous work, it was not until 2018 that the group was actually able to use the collected funds to sponsor a refugee family of three from Pakistan for a year, in cooperation with the NGO Humanity First Canada. Several Fellows sponsored and provided additional assistance to refugees through resettlement groups on an individual or small-group basis. Some Fellows are continuing to offer such assistance.
10. Future Directions

Meeting sites and fees
Since its inception Senior College has offered an intellectual forum for retirees that is anchored in its Wednesday lecture series and yearly Symposium. Over time, other successful programs have been added – Book Club, Excursions, Meet your Colleagues, Colloquia – in response to the perceived needs of the membership. With the onset of the COVID-19 pandemic, events moved online and programming has expanded further to include summer lectures and coffee hours. The result has been an increase in numbers of Fellows and External Fellows and more participation in many of these events.

As we look towards the end of the pandemic, several questions arise about how the College moves forward. The first involves the Faculty Club. Assuming it opens, will it be with masks and physical distancing? Will our membership be comfortable returning to the format of in-person meetings? Should we attempt to organize hybrid lectures and Symposia to accommodate both in-person and online preferences in the delivery of these programs?

Size has also become a factor for consideration. If the increased attendance we are experiencing for some of our lectures translates into in-person presence, then we will exceed the capacity of our usual venue at the Faculty Club. How should we manage that possibility? The Book Club and, at times, Colloquium meetings are surpassing what the Senior College Centre facility can handle. Should we stay online or find a larger space for these events?

Senior College has benefitted from a favourable arrangement with the Faculty Club and membership in the Club has always been part of being a Fellow. The recent change in personnel at the Faculty Club and uncertainties around its reopening mean that we are not guaranteed a return to these arrangements. The Fellowship fee structure in upcoming months will have to reflect the College’s costs (Faculty Club or elsewhere). We will also have to decide whether to have a category of online-only Fellows that will allow the out-of-town retirees who have joined us recently to continue to participate.

Profile
We would like to continue to raise the profile of Senior College within the University of Toronto through our academic activities and our financial support for educational activities.

Internally, our concerted effort to engage more Members of the College through this last year has been rewarded with increased numbers of Fellows and greater participation. We recognize that we are not in communication with all Members and that we need to continue to find ways of establishing contact. This is certainly one way in which our contribution to the University could be further strengthened.
In terms of outreach, we have attempted to demonstrate leadership by inviting CURAC members to our online Wednesday lecture series. Our two online Symposia have also been opened to CURAC members and to the public at large. Many of our Fellows have been active in lecturing to Seniors’ groups and at libraries through the Speakers Bureau. The expected resolution of the pandemic offers an opportunity to reactivate the Speakers Bureau, making it known to potential users once again.
Appendices to Background Materials
[in a separate file]

[Note: numbering labels refer to the section in the Report]

1 [1] Senior College Constitution
1 [2] Leadership Positions, Awards, and Honours of Senior College Fellows

3a Weekly Lectures
3c Annual Symposia
3g Research Grants

4a Exhibition Posters
4c Senior College Strategic Plan

6e U of T Year-End Financial Statements (College & SC Centre)

8 Legacy Program

9a Founding Fellows' Statements

9b University of Toronto as Top Employer Article