



Office of the Assistant Vice-President, Campus and Facilities Planning

**TO:** Planning and Budget Committee

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**AGENDA ITEM:** 10

Interim Project Planning Committee Report for the Rotman School of Management.

**JURISDICTIONAL INFORMATION:**

Under the Policy on Capital Planning and Capital Projects, the Planning & Budget Committee reviews Project Planning Reports prepared for a capital project and recommends to the Academic Board approval in principle of the project

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**BACKGROUND:**

In September 2002, a Project Committee was established to investigate the space requirements of the Rotman School of Management. From this investigation the most pressing need determined was to address office accommodation for faculty members and instructors related to the expanded activities of the Full and Part-time MBA, Ph.D., Commerce and EMBA programs within the School. In response, additional offices were constructed by adding a 4<sup>th</sup> and 5<sup>th</sup> floor over the south wing of the building.

In the fall of 2004, newly constructed OSM classrooms were completed to accommodate the University of Toronto's Commerce program as primary users on the lower level of the Woodsworth Residence building enabling dedicated Commerce classrooms in the Rotman building to be reassigned to the Rotman School of Management.

Most recently, approval to relocate the Commerce administrative offices from the Rotman building to ground level space in the Woodsworth Residence building has enabled additional space to be vacated for the use of the Rotman School.

The Rotman School of Management continues to maintain impressive academic standing among the very best international schools of management and business. Such progress is tied to the quality of the physical facilities and infrastructure which have been established and available within the Joseph L. Rotman Building. These facilities house the various programs offered by the Rotman School of Management. However, even with Commerce spaces being made available to the School, the rapid growth of Rotman programs and their need for additional facilities far outpaces available space.

In February, 2006 a Project Committee was established to address the immediate and longer term, steady state space requirements of the Rotman School of Management consistent with long-term academic plans and the future objectives of the School.

## **HIGHLIGHTS:**

### **‘Raising our Sights’ in Retrospect**

Plan 2004 identified goals and strategies for the School, and their implications for the growth of faculty complement, graduate and undergraduate program development and delivery, research, and support infrastructure. In essence, the plan involved a significant increase in the scale and scope of all the School activities.

Much has been achieved since then. Strong support from the University, the Rotman Foundation and other donors, has allowed the School to build on academic strengths over the last seven years to significantly advance all the original objectives.

### **The Next Phase: ‘Stepping Up’**

Building on the School’s achievements, the ‘Stepping Up’ Academic Plan outlined a range of new programmatic and research initiatives with the objective of moving forward decisively toward an even greater position of international recognition and ranking. In the short run the plan focused on quality improvements, such as significant curriculum redesign, improved student experience, intensified recruiting efforts and improved selection criteria.

At the same time, the plan outlined a staged process of programmatic expansion, in line with the University of Toronto’s overall objective of expanding graduate enrolments and research focus.

The expansion plans of the School are fully in line, and have in part anticipated and predated, the University’s overall thrust towards graduate expansion. Most of the planned adjustment should be in place by the University’s target date of 2009/2010 and it is expected to be completed fully by the end of the current planning cycle.

Following the completion of the Stepping Up plan, the Rotman School proposed further increases in its program portfolio as a result of the Reaching Higher graduate expansion. This planned increase has been approved by the Vice-President and Provost as a part of long-term divisional graduate targets and will necessitate an additional increase in faculty complement, beyond the target levels envisioned in Stepping Up.

Rotman has also proposed substantial increases in its scholarly research activities involving the establishment or expansion of a number of centres and institutes which will engage scholars from across the University.

Significant work has been accomplished over the past months with participation from the larger committee and its subcommittees set up to report on existing and projected space requirements of specific areas of the School. Existing space constraints have imposed severe limitations on the student study space, research facilities, administrative services and capacity to offer executive programs. A preliminary space program that indicates the full space needs of the Rotman School of Management in its envisioned steady state has been prepared and included in this report

The space requirements identified in the draft space program for the Rotman School exceed the envelope capacity of the preferred approved development site (Site 11). This site and others on the St. George campus are being examined as part of the 10-year review of the Part II Plan. It is expected that additional capacity will be sought for this site.

Relocation of current occupants of 91 (CIUT and Sex Ed Centre) and 97 (Classics) St. George will be required as part of this project and the costs of relocation included in the total project cost estimate. The interim project report identifies a total of 920 nasm currently assigned to these activities. Detailed planning with Student Affairs (CIUT, Sexual Education Centre) and the Faculty of Arts and Science (Department of Classics) will occur and a relocation plan and associated costs will be provided in the final project planning report.

In addition there are currently 44 parking spaces on this site that must be replaced on the St. George Campus to maintain compliance with the City of Toronto parking by-law. The final project report will identify options for relocating these spaces.

#### **TOTAL PROJECT COST ESTIMATE:**

At this point no detailed cost estimate has been prepared; rather this is a top level series of allowances based on escalated unit rates for peer University of Toronto projects. The building is conceived at present as having a similar level of architectural cladding, finishes, and articulation as the present Rotman building, to ensure cohesiveness of the campus.

The assumption made with respect to escalation is that the project would be tendered as a lump sum contract sometime in mid-2008. An allowance of 5-6% pa should be made for a tender past that point. The total projected cost of the new building planned for Site 11 is \$100,000,000.

#### **FUNDING SOURCES:**

The early funding for this project will be assembled from a number of sources. It is anticipated that virtually all of the funding for this project will be obtained from external sources, either government or private benefaction. It is not anticipated that there will be long-term debt allocated for this project, although some short-term financing may be required depending on how donations towards the project are received.

#### **SCHEDULE:**

This Report is being brought forward for approval in principle of the increased space needs for the Rotman School of Management and to assign the site to this project to allow for identification of funding. Further refinement of the space requirements and costs will be necessary to finalize the project committee report.

#### **RECOMMENDATIONS:**

That the Planning and Budget Committee recommend to the Academic Board:

Subject to approval by the Governing Council of a completed Project Planning Report.

THAT the Interim Project Planning Report for the Rotman School of Management be approved in principle to accommodate the activities and functions described for the expansion of the School's programs on 91-97 St. George Street (site 11).