

UNIVERSITY OF TORONTO

THE GOVERNING COUNCIL

REPORT NUMBER 132 OF THE PLANNING AND BUDGET COMMITTEE

May 7, 2009

To the Academic Board,
University of Toronto

Your Committee reports that it held a meeting on Thursday, May 7, 2009 at 4:10 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Professor Wendy Rotenberg (In the Chair)
Professor Cheryl Misak, Vice-President and
Provost

Ms Catherine J. Riggall, Vice-President,
Business Affairs
Professor Safwat Zaky, Vice-Provost, Planning
and Budget

Mr. P.C. Choo

Mr. Ken Davy

Professor Meric Gertler

Professor Gregory Jump

Professor Ronald H. Kluger

Professor David Mock

Professor Romin Tafarodi

Dr. Sarita Verma

Secretariat:

Ms Mae-Yu Tan

Regrets:

Professor Denise Belsham

Mr. Ryan Matthew Campbell

Professor Gabriele D'Eleuterio

Professor Joseph Desloges

Dr. Avrum Gotlieb

Ms Shirley Hoy

Dr. Young M. Kim

Dr. Chris Koenig-Woodyard

Mr. Tim Reid

Professor Andrea Sass-Kortsak

Mr. Stephen Smith

Non-voting Assessors:

Ms Elizabeth Sisam, Assistant Vice-President,
Campus and Facilities Planning

In Attendance:

Professor Ragnar Buchweitz, Vice-Principal, Academic, and Dean, University of Toronto at Scarborough

Ms Sheree Drummond, Assistant Provost

Mr. Neil Dobbs, Deputy Secretary of the Governing Council

Professor Maureen Gottesman, Postgraduate Medical Education, Faculty of Medicine

Ms Helen Lasthiotakis, Director, Policy and Planning, Office of the Vice-President and Provost

Professor Michael Luke, Chair, Department of Physics

Professor Scott Mabury, Chair, Department of Chemistry

Ms Margaret McKone, Executive Director, School of Global Affairs at the Munk Centre

Professor Susan Pfeiffer, Vice-Provost, Graduate Education, and Dean, School of Graduate Studies

Professor Frank Reid, Director, Centre for Industrial Relations and Human Resources

ITEMS 4 TO 10 ARE RECOMMENDED TO THE ACADEMIC BOARD FOR APPROVAL. ALL OTHER
ITEMS ARE REPORTED FOR INFORMATION.

The Chair welcomed members and guests and relayed Dr. Gotlieb's regret at being unable to attend the final meeting of the year. Members agreed to alter the order of the agenda. If necessary, item 8 would be moved further down the agenda, in order to accommodate Professor Scott Mabury, the Chair of the Department of Chemistry, who was expected to arrive at the meeting shortly after 5:00 p.m.

1. Report of the Previous Meeting (April 1, 2009)

Report Number 131 of the meeting of April 1, 2009 was approved.

2. Business Arising from the Report of the Previous Meeting

There was no business arising from the report of the previous meeting.

3. Senior Assessor's Report

Professor Misak referred to the federal Knowledge Infrastructure Program under which the University had submitted six priority projects. The University was confident that, with careful management, each of the six projects could meet the government's requirement that they be materially complete by March 2011. Such a timeline was extremely tight, and University staff had been working tirelessly to plan for the implementation of the projects in the hope that they would receive funding. Governance approval was also being sought (with approval conditional on receipt of the funding) in order to meet the strict timeframes. It was anticipated that funding decisions about the University's proposals would be released in the near future. Professor Misak thanked everyone who had been working on the preparation of the projects, particularly Ms Elizabeth Sisam, Assistant Vice-President, Campus and Facilities Planning, and her team.

4. School of Graduate Studies and Faculty of Arts and Science: Proposal to Disestablish the Centre for Industrial Relations and Human Resources within the School of Graduate Studies and Re-establish it in the Faculty of Arts and Science as an EDU:A

Professor Zaky recalled that the Committee had previously considered proposals for the move of graduate centres and institutes from the School of Graduate Studies (SGS) to other appropriate divisions. The proposal to disestablish the Centre for Industrial Relations and Human Resources (CIRHR) within the SGS and re-establish it in the Faculty of Arts and Science as an extra-departmental unit A (EDU:A) was the last of such proposals.

Professor Zaky stated that the CIRHR housed a small research-based doctoral program as well as a professional masters program. Discussions with the Faculty of Arts and Science had taken place, and the faculty, staff, and students of the CIRHR were all in support of the proposal. If the proposal was approved, the administration and operating budget of the Centre would be transferred to the Faculty of Arts and Science.

Invited by the Chair to comment, Professor Frank Reid, Director of the Centre for Industrial Relations and Human Resources, reiterated that there was strong support within the CIRHR for the move to the Faculty of Arts and Science. He noted that the CIRHR collaborated with a number of units within the Faculty, particularly with the Employment Relations undergraduate program offered at Woodsworth College.

Professor Susan Pfeiffer, Dean of the School of Graduate Studies, noted the significance of the proposal to move the final graduate centre out of the SGS. Although the move would result in the discontinuation of one of the functions of the SGS of serving a small number of graduate centres and institutes, the University would benefit from the reorganization and the expected increased efficiencies.

In response to a member's observation that the CIRHR offered solely graduate programs, Professor Misak stated that the CIRHR would be within the same Faculty that contained a related undergraduate program, and faculty members were encouraged to teach at both the undergraduate and graduate level.

4. School of Graduate Studies and Faculty of Arts and Science: Proposal to Disestablish the Centre for Industrial Relations and Human Resources within the School of Graduate Studies and Re-establish it in the Faculty of Arts and Science as an EDU:A (cont'd)

Professor Meric Gertler, Dean of the Faculty of Arts and Science, briefly outlined the three criteria which had been considered for each proposal to re-establish a graduate unit within the Faculty. First, support from within the unit for a move to the Faculty of Arts and Science had been critical. Second, there should be no negative financial consequences for the Faculty of Arts and Science as a result of the move. Third, synergy between the unit's scholarship and the Faculty's academic priorities had been sought. In the case of the CIRHR proposal, all three criteria had been met.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

THAT the Centre for Industrial Relations and Human Resources be disestablished as an academic unit in the School of Graduate Studies and re-established as an extra-departmental unit A (EDU:A) within the Faculty of Arts and Science, effective July 1, 2009.

[Documentation is attached hereto as Appendix "A".](#)

5. Faculty of Medicine: Proposal for a Bachelor of Science Physician Assistant Program (BScPA) and Memorandum of Understanding with the Northern Ontario School of Medicine and the Michener Institute for the BScPA

Professor Zaky explained that the proposed Bachelor of Science Physician Assistant Program (BScPA) was a new, second-entry program that would be offered by the Faculty of Medicine in collaboration with the Northern Ontario School of Medicine (NOSM) and The Michener Institute for Applied Health Sciences (Michener). The BScPA program was relatively new to Canada but had been in existence in the United States for some time. A Physician Assistant (PA) was a mid-level healthcare professional who was considered to be a physician extender. PAs were authorized to provide a broad range of medical and surgical services under the supervision of licensed physicians.

Professor Zaky said that the BScPA program was intended for professionals with prior experience in a health related field and with commitment to contributing to healthcare in underserved and rural communities within Ontario. Extensive internal and external stakeholder consultations had taken place during the development of the proposal. One-time start-up funds would be provided by the Ministry of Health and Long-Term Care (MOHLTC), and the program would be self-sustaining. Funding would be provided through tuition fees and funding from the Ministry of Training, Colleges and Universities at the rate of three basic income units per year; the two-year program would be offered over three terms per year.

Noting that McMaster University had begun a PA degree program in 2008, Professor Sarita Verma, Vice-Dean, Postgraduate Medical Education and Deputy Dean, suggested that the proposed program was intended to serve a different subset of the population than that of McMaster by maximizing rural training and geographic accessibility throughout Ontario. Professor Verma stated that, in her view, the proposed distance and distributed-learning program offered an outstanding curriculum which would well equip graduates with the necessary competencies to serve as PAs.

Invited to comment, Professor Maureen Gottesman of the Faculty of Medicine added that there was much excitement and enthusiasm for the initiative from within the Department of Family and Community Medicine, and this presented a tremendous opportunity for the University to contribute to the development of the PA profession within Canada. In response to a question from a member, Professor Gottesman stated that the program admission requirements would include the completion of at least two years of full-time undergraduate university study or its equivalent, some prerequisite courses, and a minimum grade point average of 3.0.

On motion duly moved, seconded, and carried

YOUR COMMITTEE CONCURS

With the prospective recommendation of the Committee on Academic Policy and Programs

THAT the proposed Bachelor of Science Physician Assistant (BScPA) program in the Department of Family and Community Medicine of the Faculty of Medicine be approved, with enrolment commencing January 2010,

and

YOUR COMMITTEE RECOMMENDS

THAT the Memorandum of Understanding between the University of Toronto, The Michener Institute for Applied Health Sciences and the Northern Ontario School of Medicine, a copy of which is attached hereto as [Appendix "B"](#), be approved, effective immediately.

6. Capital Project: Project Planning Report for the University of Toronto at Mississauga Instructional Centre

Ms Sisam explained that the Committee was being asked to consider four capital projects which had been submitted under the federal Knowledge Infrastructure Program. The projects had all been identified in the *Capital Plan, 2006-2011*, which the Committee had reviewed a few years ago, and were consistent with the University's priorities. The proposed projects, which addressed some of the needs and deficiencies of space on the three campuses, were being presented for approval subject to the provision of government funding. If the submissions were successful, it would be necessary to proceed aggressively in order to complete the projects by the required deadline of March, 2011.

Ms Sisam provided an overview of the Project Planning Report for the University of Toronto at Mississauga (UTM) Instructional Centre. She stated that UTM was experiencing a serious shortage of classroom space; it was currently at 60% of the space recommended by the Council of Ontario Universities (COU) space guidelines for classroom facilities. The inventory of classrooms, seminar rooms, laboratories and computing facilities had not increased since 2002-03, whereas undergraduate enrolment had increased by 56% since that time. The proposed space program would provide for twenty-seven new classrooms and 288 additional study stations. The allocation of general study spaces throughout the building would help to alleviate the pressure on the popular Hazel McCallion Academic Learning Centre (HMALC), which currently operated at or over capacity.

Ms Sisam informed members that the proposed project was in compliance with UTM's master plan. The Instructional Centre would be located between the North Building and the HMALC, and it would define one edge of a large playing field. The total project cost was \$70-million¹ and the project scope comprised 6,050 net assignable square metres (nasm). It was estimated that the annual operating costs would be approximately \$1.66-million, which UTM was prepared to assume.

During the discussion, questions were raised with respect to the design of the project, the space program, and the likelihood of the project being funded by the Government. Members were assured that, in developing all of the proposed projects, the University had been careful to ensure that the criteria outlined by the Government had been met. In Professor Misak's opinion, the University had delivered excellent proposals, and she was hopeful that the UTM and the University of Toronto at Scarborough (UTSC) projects would be seriously considered.

¹ Secretary's Note: Funding of \$70-million was announced on Monday, May 25, 2009; federal funding has been matched by the provincial government.

6. Capital Project: Project Planning Report for the University of Toronto at Mississauga Instructional Centre (cont'd)

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the Project Planning Report for the University of Toronto Mississauga Instructional Centre, a copy of which is attached hereto as [Appendix "C"](#), be approved in principle.
2. THAT the project scope, comprising 6,050 nasm (12,100 gsm.) at a total project cost of \$70,000,000 be approved, subject to receipt of funding.

7. Capital Project: Project Planning Report for the University of Toronto at Scarborough Instructional Centre Phase 1A

Ms Sisam stated that UTSC was also experiencing a serious shortage of classroom space. Although enrolment had doubled over the past ten years, only approximately 62% of the COU space guidelines for overall facilities was currently available on that campus. The University's goal was to reach 85% of the COU space guidelines. Originally, the scope of the UTSC project had been much larger and had included a combination of facilities, including laboratories and offices. However, given the requirement that projects be materially complete by March 2011 and the other criteria set by the Government, a multi-phased project had been developed. The proposed UTSC Instructional Centre Phase 1A represented the first phase in a series of projects which would be required to accommodate the needs of the Scarborough campus.

Ms Sisam informed members that the site selected for the Instructional Centre was at the northwest intersection of Military Trail and Ellesmere Avenue. The site for the first UTSC building north of Ellesmere Avenue was central to the long-term development of the campus and was consistent with the planning principles and direction of the 2001 UTSC Master Plan. The proposed project would provide thirteen high quality classrooms and five specialized data modeling and communication labs. As well, it would provide for over ninety offices for faculty and graduate students, forty-nine of which were needed simply to replace those in temporary structures.

The total project cost was \$78-million. Of that amount, \$70-million had been requested under the federal and provincial governments' Knowledge Infrastructure Program², and \$8-million would be provided by UTSC at the start of the project. The annual operating costs would be approximately \$1.2-million, and they would be assumed by UTSC.

Questions about transportation to and accessibility of the site of the proposed building were raised by members during the discussion. Ms Sisam stated that there was currently a parking lot in the north end, and it was a short walk between the north and south ends of campus. The Project Planning Committee had discussed ways of providing greater accommodation for the north campus, and it was confident that students would be able to participate fully in activities on both ends of campus. Professor Misak added that further development for the north end of the UTSC campus was planned.

In response to a request for information about the development of the COU space guidelines, Ms Sisam explained that they had been established in 1972 for postsecondary educational facilities. Detailed measurements of all types of space used by faculty, students, and staff had been taken, and the guidelines were consistent with those used across the provinces. Several jurisdictions in the United States also made use of the space standards. The COU guidelines were reviewed annually and updated as needed. Ms Sisam noted that

² Secretary's Note: Funding of \$70-million was announced on Monday, May 25, 2009; federal funding has been matched by the provincial government.

7. Capital Project: Project Planning Report for the University of Toronto at Scarborough Instructional Centre Phase 1A (cont'd)

the University of Toronto had been instrumental in recommending adjustments to the guidelines which reflected the current needs of teaching and research.

A member commented that UTSC planned to increase its graduate enrolment significantly and asked whether there would be designated space for graduate students. Ms Sisam replied that a detailed space program had been developed which was consistent with UTSC's enrolment plans.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the Project Planning Report for the University of Toronto at Scarborough Instructional Centre Phase 1A, a copy of which is attached hereto as [Appendix "D"](#), be approved in principle.
2. THAT the project scope, comprising approximately 7,000 net assignable square metres (13,990 gross square meters) at a total project cost of \$78,000,000 be approved, subject to the receipt of funding.

8. Capital Project: Project Planning Report for the Chemistry Research and Instructional Laboratories Revitalization in the Lash Miller Building

Ms Sisam informed members that the proposed project would renovate existing laboratory space in the Lash Miller Chemical Laboratories. Many renovations had already been completed to improve the forty-five year old building significantly. The proposed renovations would not only create state-of-the-art research labs, they would also address matters of deferred maintenance, provide new electrical and mechanical services for new fumehoods, and would include the removal of asbestos, resulting in enhanced lab facilities for the Chemistry Department.

Ms Sisam stated that the project cost would be \$8-million. The Project Planning Committee would carefully monitor the project implementation with the intent of redirecting any cost savings to the improvement of classrooms in the Lash Miller Building. It was expected that the renovation of 1,540 nasm would be completed by December 31, 2010.

Invited by the Chair to comment, Professor Scott Mabury, Chair of the Chemistry Department, recalled that a generous donation from the Davenport family in the late 1990's had facilitated significant renovations of the Lash Miller building at that time. The proposed project would allow for further renovations and improved physical infrastructure. The Committee was assured that the University had already retained the appropriate skilled workers, so that the project could proceed as soon as funding was obtained.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the Project Planning Report for the Chemistry Research and Laboratory Revitalization in the Lash Miller Building, a copy of which is attached hereto as [Appendix "E"](#), be approved in principle.
2. THAT the project scope of 1,540 nasm of renovations be approved in principle at a cost of \$8 million, subject to the receipt of funding.

9. Capital Project: Project Planning Report for the Physics Research and Instructional Laboratory Revitalization in the McLennan Physical Laboratories Building

Ms Sisam said that the McLennan Physical Laboratories building was also forty-five years old and in need of renovations to existing laboratories in order to upgrade the obsolete facilities and dated infrastructure. The first phase of renovations had been completed in 2008, and the proposed project represented the second phase of the revitalization plans. The renovated facilities would improve the capacity of both research and undergraduate teaching laboratories which would be jointly used by physics and engineering students. The total project cost was \$7.5-million and the project scope comprised renovations of approximately 4,514 nasm, which were anticipated to be completed by December, 2010.

Professor Mike Luke, Chair of the Department of Physics, elaborated on the need to address the aging infrastructure in the McLennan Physical Laboratories, noting, for example, that corroded pipes in one laboratory had resulted in the loss of several months of work for one faculty member. The recent renovations to the undergraduate labs had led to a transformative approach to teaching physics in the Department, and it was anticipated that the proposed renovations of advanced labs would further enhance the Department's research and teaching mission.

There were no questions.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the Project Planning Report for the Physics Research and Instructional Laboratory Revitalization in the McLennan Physical Laboratories Building, a copy of which is attached hereto as [Appendix "F"](#), be approved in principle.
2. THAT the project scope, comprising renovations of approximately 4,514 nasm at a total project cost of \$7.5 million be approved, subject to the receipt of funding.

10. Capital Project: Project Planning Report for the School of Global Affairs

Ms Sisam informed members that the proposed School of Global Affairs capital project was not one of the projects which had been submitted under the government infrastructure programs. She recalled that the School of Global Affairs had been created in 2007, following a review of the Munk Centre for International Studies. In March 2008, the Government of Ontario had identified \$25-million of funding for the School of Global Affairs, which it believed would serve an important role in aiding the province to compete in the global economy. The proposed project was fully funded.

Ms Sisam explained that the space requirements for the School of Global Affairs were in addition to the programs currently accommodated at the Munk Centre for International Studies located at 1 Devonshire Place and activities located at 45 Willcocks Street. The proposed renovations to 315 Bloor Street West represented the first phase of the School of Global Affairs project. Faculty and staff from a combination of programs and the Canadian International Council would occupy the renovated space following the relocation of the Admissions and Awards department to its new location at 172 St. George Street. The cost for Phase 1 of the project, which would include renovations to approximately 890 nasm and the provision of a new elevator, was \$13.6-million. The design and construction of the renovation would need to accommodate a future connection to Site 12 (100 Devonshire Place), as the second phase of the School of Global Affairs project included an expansion to that location.

In response to a question from a member, Professor Misak clarified that government funding for the project had already been provided and no additional funding was needed.

10. Capital Project: Project Planning Report for the School of Global Affairs (cont'd)

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the Project Planning Report for the School of Global Affairs, a copy of which is attached hereto as [Appendix "G"](#), be approved in principle.
2. THAT the project scope for Phase I renovations to 315 Bloor Street West, comprising an addition of approximately 400 gsm, and renovations to approximately 890 nasm or 1,685 gsm, be approved at a total cost of \$13.6 million.

11. Capital Project: Project Planning Committee for the University of Toronto at Scarborough Information and Instructional Technology Services Campus Data Centre

Members received, for information, the Terms of Reference and Membership for the Project Planning Committee for the University of Toronto at Scarborough Information and Instructional Technology Services Campus Data Centre. The Chair noted a correction for one of the members listed under the Proposed Committee Membership on page 2. The member was Professor Richard Pancer of the Department of Computer and Mathematical Sciences.

Invited by the Chair to comment, Professor Ragnar Buchweitz, Vice-Principal, Academic, and Dean, UTSC, stated that there was an urgent need for the expansion of the UTSC data centre, which would encompass improved power and cooling requirements necessary for UTSC's information technology infrastructure.

There were no questions.

12. University of Toronto at Scarborough: Revised Memorandum of Understanding with Centennial College

Professor Zaky reported that a recent review of the UTSC programs which were jointly offered with Centennial College had highlighted a number of administrative issues which needed to be addressed. A review of the *Memorandum of Understanding between Centennial College and the University of Toronto (MOU)* had also been undertaken in 2007-08 and had provided recommendations on ways in which the joint programs could be strengthened. Communication between the two institutions and with students was one of the main issues that had been highlighted. Since the reviews had occurred, the two institutions had been working together on a number of changes. The revised MOU, which addressed specific matters raised by the reviews, was being provided to the Committee for information.

13. Date of the Next Meeting

The Chair advised members that this was the final meeting of the Planning and Budget Committee for the current governance year. Meeting dates for 2009-2010 would be posted on the Governing Council website in July.

14. Other Business**(a) Thank you**

On behalf of Dr. Gotlieb and herself, the Chair thanked all members of the Committee for their contributions over the past year, especially that of the assessors and members of the Agenda Planning Group. The Committee had greatly benefitted from members' input, diligence, and commitment. The work of the Committee was crucial to the governance of the University, and members' efforts were much appreciated by the Governing Council.

14. Other Business (cont'd)

(b) Committee Membership for 2009-10

The Chair noted that Governing Council members of the Committee for 2009-10 would be considered for approval by the Governing Council at its May 20, 2009 meeting. Non-Governing Council membership would be considered by the Academic Board at its meeting on June 1, 2009. All members of the Committee for 2009-10 would receive information about the Committee during the summer. The Chair wished members a safe and restful summer.

The meeting adjourned at 5:20 p.m.

Secretary
May 24, 2009

Chair