

UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

NOVEMBER 21, 2017

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on November 21, 2017 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Nykolaj Kuryluk, Chair
Mohan Matthen, Vice-Chair
Ulli Krull, Vice-President & Principal
Kelly Akers
Jeff Collins
Kayla Dias
Amrita Daniere, Vice-Principal Academic &
Dean
Megan Evans
Salma Fakhry
Simon Gilmartin
Shelley Hawrychuk
Joseph Leydon
Ranim Miri
Lisa Petrelli
Judith Poë
Susan Senese, Interim Chief Administrative
Officer

Laura Taylor
Douglas Varty
Samra Zafar

Regrets:
Dario Di Censo
Ivana Di Millo
Tarique Khan
Teresa Lobalsamo
Jay Nirula
Steven Short
Jose Wilson

In Attendance:

Andrea Carter, Assistant Dean, Student Wellness, Support & Success
Gilbert Delgado, Chief of University, Planning, Design & Construction
Michael Lettieri, Vice-Dean, Academic Experience
Cheryl Regehr, Vice-President & Provost
Jane Stirling, Director, Communications
Meredith Strong, Director, Office of the Vice-Provost, Students & Student Policy Advisor
Sandy Welsh, Vice-Provost, Students

Secretariat:

Cindy Ferencz Hammond, Director of Governance, UTM, Assistant Secretary of the Governing Council
Mariam Ali, Governance Coordinator, UTM

1. Chair's Remarks

The Chair welcomed members to the meeting and congratulated Professor Ulli Krull, Vice-President & Principal on his installation.

The Chair advised members that the University had received details on a Call for Proposals for a \$77 million Innovation Grant Fund under the Climate Change Action Plan (CCAP)'s Postsecondary Greenhouse Gas Campus Retrofits Program (GGRP). As the government deadline for these proposals was in December, it was necessary for this matter to receive governance consideration in this cycle in the form of a level 2 capital project. The Chair noted that similar processes were underway at UTSC and at St. George.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RESOLVED

That the Greenhouse Gas Campus Retrofits Program (GGRP) Capital Project be added to the agenda, as the new Item 4 in open session, and item 18 in the *in camera* session.

The Chair also informed Council that nominations for elected positions on UTM Campus Council would open on Thursday, January 4, 2018 and close on Friday, January 12, 2018. Once filled, these terms would begin on July 1, 2018. The Chair advised members to contact Ms Cindy Ferencz Hammond, Deputy Returning Officer if they had any inquiries about the available positions and the nominations and elections process. Those interested in these available positions were also invited to attend an Elections Information Session, to be held by the Office of the UTM Campus Council on November 22, at 11 a.m. in the Council Chamber.

2. Report of the Vice-President & Principal

Professor Krull began his report by informing members of the extension of Professor Amrita Daniere's appointment as Vice-Principal, Academic & Dean to a term ending June 30, 2021. Daniere's initial appointment in combination with the extension now totalled the normally full 5-year period of appointment for senior administrators. He noted that Professor Daniere had served as Vice-Principal, Academic & Dean at the UTM since July 2016 and led a major academic planning initiative, which had resulted in the proposed UTM Academic Plan. Professor Krull noted that the process had been unparalleled in terms of the extent of consultation across the entire UTM community when compared with any previous planning initiative at the UTM campus and congratulated Professor Daniere on her appointment and on her work in the portfolio thus far.

Professor Krull stated that the senior administrative team was currently working on the Annual Budget Review submission for the Provost that reports on all academic and non-academic matters and investments. He advised members that the province-wide strike by faculty in the College system had recently ended, and that UTM students enrolled in joint programs with Sheridan were being assisted by the Office of the Registrar to facilitate any impact on their programs.

Professor Krull announced that the National Research Council (NRC), which is the federal government science laboratory system that supports industry, would for the first time build a facility in the Greater Toronto Area. The NRC plans to co-locate in partnership with Xerox Research Corporation of Canada in the Sheridan Science and Technology Park, close to the

UTM campus. UTM representatives had been invited to represent the University and engage in discussions to explore a formal academic partnership focused on material science and advanced manufacturing.

Professor Krull continued his report by explaining that the University submission for the second round of the Strategic Mandate Agreement was expected to result in a small reduction in undergraduate enrolment of students from Canada, which was consistent with the plans for a pause period in enrolment expansion at UTM. He noted that graduate enrolment was increasing across the university system, especially for Masters programs and that the government announced that there would be an increased focus on digital technologies. He added that this was timely because UTM was currently proposing a stream in the Master of Biotechnology program that would focus on digital health technology. Professor Krull drew members' attention to the Province's new mandate that all Colleges and Universities ensure every graduating student had a significant experiential learning component outside of the university as a formal component of their academic programs. He commented that this would create intense competition for opportunities as all educational institutions worked to fulfill this new requirement. A variety of options and scenarios, such as engagement in entrepreneurial activities, were being developed for consideration at UTM.

a. Enrolment Report

Professor Krull invited Ms Lorretta Neebar, Interim Registrar & Director, Enrolment Management to provide an overview of matters related to UTM enrolment¹. Ms Neebar provided members with an overview of enrolment by segmenting out new intake by admission averages, entrance awards and admission streams. She drew members' attention to the increasing academic grade averages, and to the increasing number of entrance awards, which indicated an enhancement of quality of UTM students. Ms. Neebar informed members that this was the first year that renewable scholarships had been offered for the very top scholars and had resulted in an increase in accepted offers of admission. She also noted that the demand for the computer science stream continued to increase. Referring to the cumulative graduation rates, Ms. Neebar advised that UTM had the lowest graduation rate amongst first entry divisions. There were many initiatives that were in development or already established to increase retention and graduation rates such as Degree Explorer, Program Plans and the review of data sets, and that this was a priority across the University.

Ms. Neebar noted that the Strategic Mandate Agreement key performance indicator was a 7 year graduation rate, a standard for North America. Professor Krull added that the graduation rate for UTM was within two to three percent of the University average, and that professional programs had substantially higher rates due to their cohort and lock-step style curriculum. A member asked if there were quantifiable reasons for why students were not graduating on time. Ms. Neebar advised that the current strategy focused on identifying the most relevant data for quantifiable ways to assess this; however she added that many students faced challenges, which were deeply personal. In addition, policies created for student success such as Late Withdrawal or the ability to be enrolled part-time, while allowing students to preserve their academic record,

¹ A copy of the presentation is attached as Attachment A

tended to result in delayed graduation. She noted that international students and those in cohort and lock-step programs normally graduated earlier. In response to a member's question about whether or not the University was aware of the status of those students who had not graduated, Ms. Neebar advised that this information was not currently tracked. She added that students leave for a variety of reasons such as early entry into professional programs or transfer to other universities. In response to a question regarding comparisons of the retention rate with other Universities, Ms. Neebar informed members that comparisons between Universities were more difficult as each had its own set of program standard and criteria.

In response to a member's question, Ms. Neebar clarified that the intake admission average at UTM was within several percentage points of the rest of the University, and varied widely across divisions and programs.

3. Capital Project: Science Building

The Chair informed members of the process regarding the consideration of capital projects, noting that the project would follow processes for Level 3 projects. The Chair then invited Professor Ulli Krull to present² the item. Professor Krull informed the members that the proposed project would address a pronounced need for new science laboratories and research initiatives and provide wet laboratory space to allow for faculty hiring and graduate student recruitment. He added that the external reviews conducted for the departments of Biology and Chemical & Physical Sciences had noted the need for research and effectively designed educational spaces. The Centre for Medicinal Chemistry would be the anchor tenant, surrounded by space for general sciences, a high performance computing data centre, office space for teaching staff in Forensic Sciences and space for campus and building services such as an upgraded shipping and receiving area. Professor Krull added that the planning and costing process had reviewed in detail other university capital projects that were closely related, adding that the wet laboratory spaces would be similar to those in recently renovated laboratory spaces in the Davis building. He discussed contingency plans and stated that because the project was not building teaching spaces, the contingency plans were not as narrowly constrained as in other projects, which needed to have classrooms open by a strict deadline. He provided a full project schedule and noted that the project was scheduled for completion in November, 2021.

The Chair invited Professor Joseph Leydon, Chair of the Campus Affairs Committee, to provide an overview of the discussion that occurred at that Committee. Professor Leydon summarized the discussion and noted that overall the Committee expressed enthusiasm for the project and that this project represented an exciting development opportunity for the UTM community.

In response to a member's question, Professor Krull noted that campus and building services, for which expansion plans were included in the project, would house the shipping and receiving areas and waste storage for the campus. It was explained that the existing areas were built to sustain a smaller campus population and were in need of an upgrade to handle increased demands of a large campus, and more complex laboratory waste storage needs.

² A copy of the presentation is attached as Attachment B.

A member asked whether the building would include studio laboratories, which were classrooms that integrated teaching laboratory spaces, and Professor Krull clarified that the Science building would be a research facility and that there were no teaching laboratory spaces included in the space plan of the project.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDED

1. THAT the Report of the Project Planning Committee for a New Science Building, dated September 21, 2017, be approved in principle, and
2. THAT the project scope of the Science Building, totaling 7,134 net assignable square metres (15,552 gross square metres) to be located on Development Site 1 as detailed in the 2011 UTM Campus Master Plan, be approved in principle, expected to be funded from a combination of the following sources:

UTM Capital Reserves
Long-term Borrowing
Campaign (Donations/Fundraising)
Provost Matching Funds

4. Greenhouse Gas Campus Retrofits Program (GGRP) Capital Project

The Chair informed members of the process regarding the consideration of capital projects, noting that the project would follow processes for Level 2 projects. He then invited Ms Susan Senese, Interim Chief Administrative Officer to provide an overview of the capital project. Ms Senese explained the grant program and noted that the projects for which UTM was seeking approval would all seek to improve energy efficiency and reduce the carbon footprint of the campus. UTM projects included the installation of high efficiency boilers; the installation of high efficiency rooftop air conditioning units (RTUs) with Variable Frequency Drives (VFD); the installation of VFD on supply and return fans; and the installation of energy efficient windows.

A member inquired whether there were any plans to include solar panels in the projects, and Ms Senese, advised that there was interest in pursuing solar panels for multi-year projects. Professor Krull noted that the funds from the operating budget would be offset by savings from emissions, adding that UTM had already begun projects of this nature such as the installation of high efficiency boilers.

A member asked if any of the funds from this grant could be allocated to academic programs. Ms Senese explained that programs that had an experiential learning component aligned with university Strategic Mandate Agreements made with Ministry of Advanced Education and Skills Development (MAESD) would be given preference to those proposals that only focused on greenhouse gas emissions. This would apply to submissions for multi-year projects. She added however, that UTM had been allocated funds for single-year projects by MAESD in the form of

the Retrofits Grant Fund for Cap and Trade Non-Participants and from the Interest-free Loan Fund automatically.

5. University of Toronto Mississauga: Academic Plan 2017

The Chair invited Professor Amrita Daniere, to present³ the UTM Academic Plan. Professor Daniere provided an overview of the UTM academic planning process, which was built on the UTM visioning consultation that took place during the fall of 2016. She reminded members that the Strategic Planning Task Force which was struck in January of 2017 had helped to develop the content of the UTM Academic Plan by establishing goals and objectives, setting priorities and creating a roadmap to implement the new UTM Vision over the next five years. Professor Daniere noted that the Task Force held facilitated sessions with numerous departments, received submissions from academic and non-academic units, hosted an open forum to receive presentations, gathered and reviewed additional internal and external data, and surveyed staff, librarians, and faculty. Feedback from this extensive consultation period, particularly the goals identified in the unit submissions, became the foundation for determining the goals in the Academic Plan. In particular, Professor Daniere stated that the Academic Plan focused on the following five goals: 1) Inspire student success by supporting a rigorous and innovative academic environment; 2) Demonstrate that UTM is a home for world-class research; 3) Enrich the student experience by embracing opportunities for community involvement; 4) Educate future leaders to be global citizens meeting complex challenges; 5) Focus on transformation and innovation to create a sustainable and cohesive community.

Professor Daniere noted that the Academic Plan was a document that created a broader vision and set goals that reflected the vision, mission and values of UTM and was in line with the strategic priorities outlined in [Towards 2030](#). She added that the [Implementation Plan](#) included more detailed recommendations and was a dynamic document, through which UTM would work towards realizing the goals within the Academic Plan. Professor Daniere noted that as part of the Implementation Plan, her office had begun the process of inviting the UTM community to participate in four working groups, which would address the objectives of the Academic Plan, specifically investigating best practices around Numeracy, Literacy, Sustainability Pathways and Improving UTM Student Retention Rates.

The Chair invited Professor Judith Poë, Chair of the Academic Affairs Committee, to provide an overview of the discussion that occurred at that Committee, which had been extensive. Professor Poë summarized the discussion and noted that overall the Committee expressed enthusiasm for the project and the Academic Plan and commended the Dean on the extensive depth of consultation. She remarked that with an Academic Plan in place for UTM, it was now more important than ever to remain engaged in its implementation.

On motion duly made, seconded and carried,

YOUR COMMITTEE RESOLVED,

³ A copy of the Academic Plan presentation is attached as Attachment C.

THAT the University of Toronto Mississauga: Academic Plan 2017, submitted by the Vice-Principal Academic and Dean, Professor Amrita Daniere, be endorsed in principle.

6. UTM Proposed Operating Budget, Themes and Priorities

The Chair informed members that the presentation would discuss the themes and priorities for the 2018-19 UTM Budget, and that the discussion at this body would support UTM's annual budget preparations and the integration of campus budget plans into the University's budget. The Chair then invited Professor Ulli Krull, Vice-President & Principal to present the item. Professor Krull stated that the 2017-18 total revenue budget for UTM was \$290.1 million, and after allocations towards the University Fund (UF), University-wide costs, and Student Aid, net revenue to UTM was \$228.1 million, or 77 % of the gross revenue. Professor Krull explained that UF allocations went into the base budget for each division and that the fund was intended to balance out over a period of 25 years so that units who were not able to support themselves initially would be subsidized while they created a sustainable financial plan.

UTM's budget priorities for 2017-18 included managing enrolment growth and a pause period, increasing graduate student enrolment by 50 percent, and diversifying source country for international students. Based on the University's Strategic Mandate Agreement II (SMA II) with the Provincial government, there would also be a reduction in domestic undergraduate student enrolment. Professor Krull advised members that faculty recruitment in 2016-17 had a success rate of 84 percent, which was quite high and would aid in reducing the student to faculty ratio. There would be a renewed emphasis on strengthening research infrastructure investments, such as the proposed Science building, a computer science research cluster for robotics labs, as well as support staff for laboratory work and grant writing and reporting.

In response to a member's question regarding international recruitment of faculty, Professor Krull noted that UTM had always sought faculty internationally and that the growth in applications mirrored the growth in international reputation for the University. Professor Daniere commented that the hiring process was a wonderful part of her role that brought many excellent candidates from around the world to UTM. A member commented on the diversification of source for international students and asked why it was particularly reliant on one country. Professor Krull advised that there was significant work being done by Professor Ted Sargent, Vice-President, International to diversify the University's international applicant pool by leveraging relationships with alumni in approximately twelve priority areas.

7. Provost's Priorities

The Chair invited Professor Cheryl Regehr, Vice-President & Provost to present⁴ her priorities. Professor Regehr outlined for members her 5 priorities, which included:

1. Reimagining undergraduate education

- The Provost reminded members that this priority was aligned with the President's Three Priorities, with many new initiatives in development under the leadership of

⁴ A copy of the presentation is attached as Attachment D

Professor Susan McCahan, Vice-Provost, Innovations in Undergraduate Education.

2. *Raising our game in graduate education*
 - The Provost noted the 10,000 PhDs Project was underway, and an increased focus on developing more practicum and professional development experiences for graduate students.
3. *Advancing access, diversity, and equity*
 - Professor Regehr noted that the approach to this priority covered a pipeline that began in high school and went on to undergraduate, graduate, and postgraduate education, faculty recruitment, and senior leadership.
4. *Supporting excellence in faculty and leadership*
 - The Provost stated that the Offices of Faculty and Academic Life and the Vice-President, Research and Innovation was currently working on various programs to enhance leadership development, such as light touch leadership programs and workshops for junior faculty on laboratory management and research projects.
5. *Ensuring resources are available and operations are aligned to support the Educational and Research mission*
 - The Provost noted to members that the new Strategic Mandate Agreements would have a significant impact on the University and the implementation of metrics would move away from the basic income unit model.

Members discussed the metrics included in the second round of the SMA which would be announced by the Provincial government in January 2018. The Provost commented that the University would be clearly differentiated by these metrics. In response to a member's question regarding the quality of the metrics and whether they were relevant and appropriate, the Provost advised that the metrics had been divided into the five key areas of innovation, research, access, student experience and teaching and learning. The Provost informed members that the U15 (Group of Canadian Research Universities) Data Exchange, on which she was the Provostial representative, would work towards the development of more appropriate metrics and towards more precise data definitions in the long term.

8. Update on the *University-Mandated Leave of Absence Policy*

The Chair informed members that this item was for information and discussion and invited Professor Sandy Welsh, Vice-Provost, Students to provide an overview on the draft of the *University – Mandated Leave of Absence Policy*. Professor Welsh acknowledged the ongoing work that was needed in the area of mental health supports and accommodations, noting that additional resources had been provided by the Provost for mental health and that the University would continue to look at ways to improve accessibility services. She highlighted the development of the draft *Policy*, including consultation that continued to take place across various groups within the University community. She explained that the focus of the draft *Policy* was to provide a mechanism whereby a student may be placed on a leave of absence where, due primarily to mental health considerations, the student posed a risk of serious harm to themselves or others, or posed a risk of the significant impairment of the educational experience of others, or was otherwise unable to pursue their education at the University. It would apply to circumstances where accommodations and/or supportive resources had not been successful or were not feasible,

and where the student had not agreed to a voluntary leave of absence. Professor Welsh added that if the student went on a leave, the goal was to have the student resume academic activities safely and with a reasonable prospect of engaging in the basic activities required to pursue an education.

The draft *Policy* was intended for a very small number of students who met the high threshold for intervention as described in the draft *Policy* and where the presence of mental health concerns provided a context for University action that was not disciplinary in nature. A leave of absence from the University under the draft *Policy* was not to be treated, nor perceived, as punitive or disciplinary. There would, very occasionally, be acute situations during which a student would need to take a break from their studies to concentrate on their health and to protect their academic record, as well as to protect the safety of others, their own safety, and/or to avoid materially and negatively affecting the educational experience of others.

Professor Welsh provided an overview of key questions and feedback from consultation regarding the overall scope of the *Policy* and explained what was considered “serious” in this context.

Professor Welsh indicated that when considering the Mental Health Continuum, students with mild, moderate, and even severe disruption were able to flourish with supports and accommodations. “Serious” was to be considered on the farthest reach of the continuum and referred to those who were experiencing severe and persistent functional impairment.

Additionally, Professor Welsh noted areas in which further review was occurring including the language regarding the threshold for intervention; the assessment by a medical professional, the timelines for appeal, the transcript notation, the impact on international students, and the return to studies procedure.

Professor Welsh noted that once the *Policy* had been considered and approved, a companion guide would be created. She explained that her office had delayed governance consideration of this *Policy* in order to allow for more consultations with student groups.

In response to a member’s question regarding the handling of the academic record with respect to dropped courses and grades, Professor Welsh advised that Registrarial staff would review each record on a case by case basis, as was currently the case for those students experiencing exceptional circumstances.

A member asked how many students this *Policy* would affect. Professor Welsh advised that this *Policy* would likely impact approximately three to five students annually out of the entire U of T student population of approximately 90,000.

The Chair commended the tremendous consultation and evolution of this *Policy*.

9. Report of the University Ombudsperson

The Chair reminded members that this item was for information only and requested that any feedback on the Report be forwarded to the Secretariat for future follow-up. Members had no questions.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 11 - Report of the Previous Meeting, be approved.

10. Report on UTM Capital Projects – as at September 30, 2017 (for information)

11. Reports for Information

- a. Report 26 of the Agenda Committee (November 13, 2017)
- b. Report 25 of the Campus Affairs Committee (October 31, 2017)
- c. Report 23 of the Academic Affairs Committee (October 30, 2017)

12. Report of the Previous Meeting: Report 25 of the UTM Campus Council, October 4, 2017

13. Business Arising from the Report of the Previous Meeting

14. Date of the Next Meeting – Wednesday, January 24, 2018 at 4:10 p.m.

The Chair reminded members that the next meeting of the Council was scheduled for Wednesday, January 24, 2018 at 4:10 p.m. at 4:10 p.m. in the Council Chamber, William G. Davis Building.

15. Question Period

There were no questions.

16. Other Business

There were no other items of business.

IN CAMERA SESSION

The Committee moved *in camera*.

17. Capital Project: Science Building – Total Project Cost and Sources of Funding

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the Capital Project: Science Building - Total Project Cost and Sources of Funding contained in the memorandum from Professor Ulrich Krull, Vice-President & Principal, dated November 14, 2017, be approved.

18. Greenhouse Gas Campus Retrofits Program (GGRP) Capital Project

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the Greenhouse Gas Campus Retrofits Program (GGRP) Capital Project contained in the memorandum from Professor Ulrich Krull, Vice-President & Principal, dated November 21, 2017, be approved.

19. Appointments to the 2018 UTM Nominating Committee

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED,

THAT Professor Steven Short (teaching staff member of the Campus Council) and Ms Salma Fakhry (student member of the Campus Council) be appointed to serve on the Agenda Committee when the Committee serves as a Nominating Committee of the UTM Campus Council for 2017-18.

The meeting adjourned at 6:38 p.m.

Secretary
November 27, 2017

Chair



UNIVERSITY OF
TORONTO
MISSISSAUGA

UTM Campus Council November 21, 2017

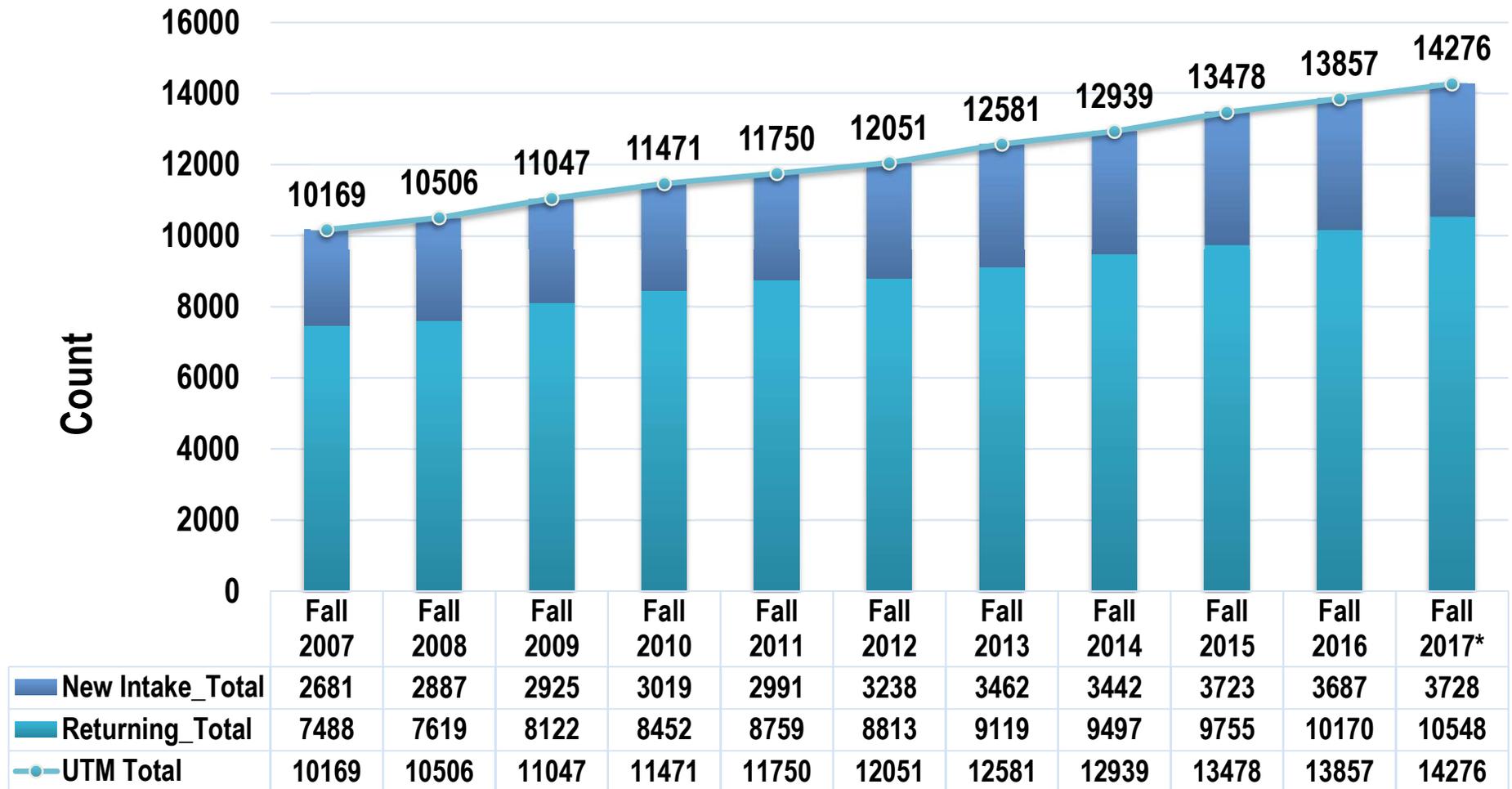
Lorretta Neebar

Interim Registrar & Director of Enrolment Management



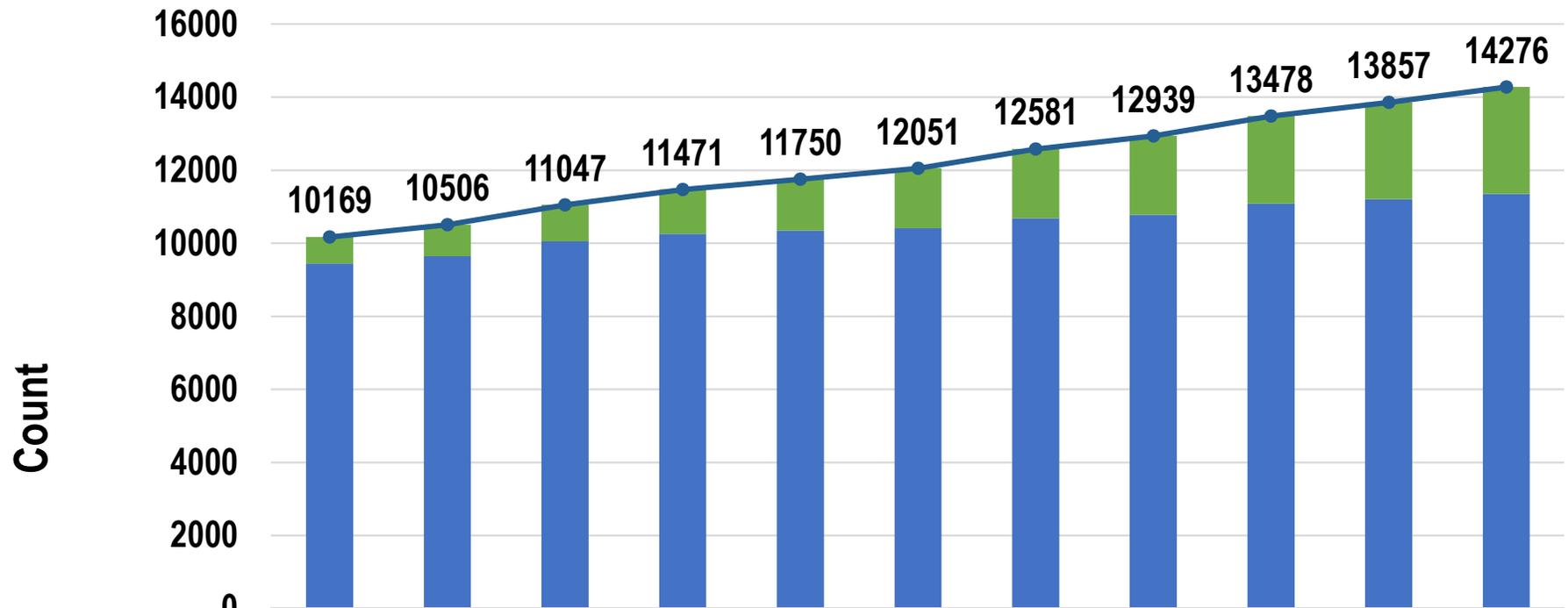


20079-20179 Total Headcount - New Intake and Returning Students





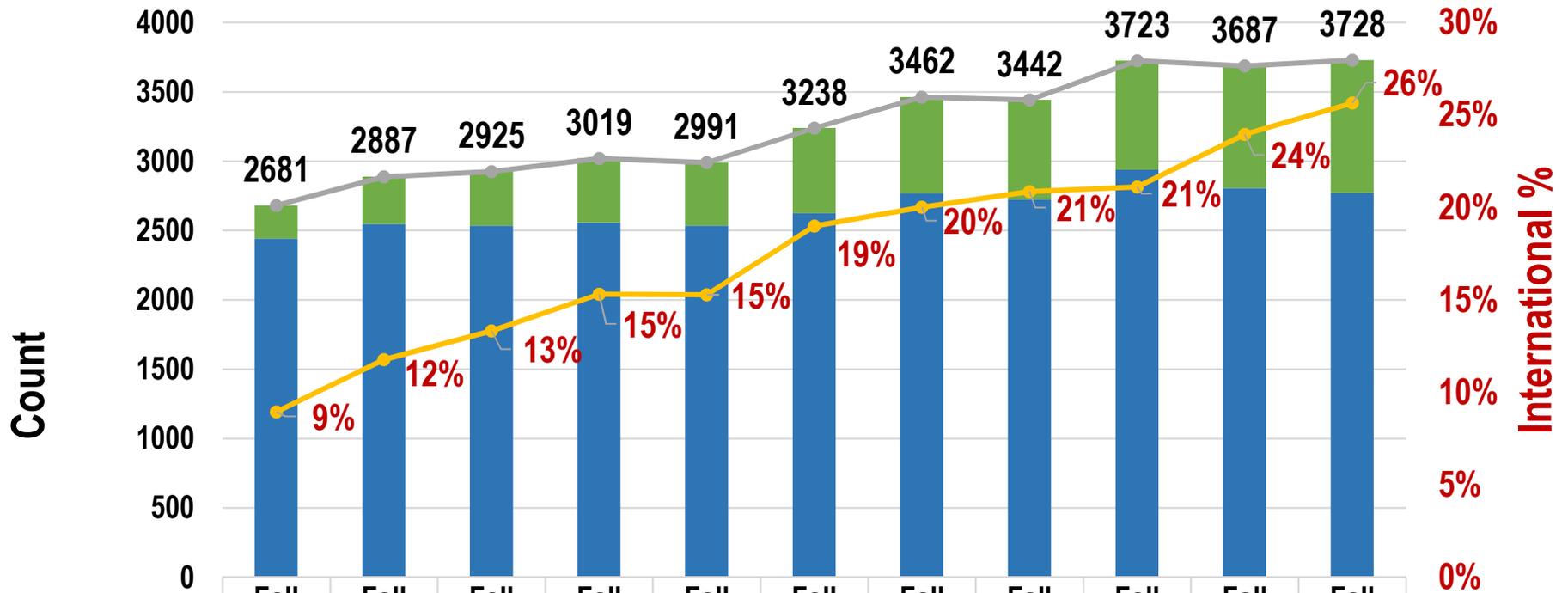
20079-20179 Total Headcount – Domestic and International



	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017*
INTERNATIONAL_Total	726	868	1001	1216	1404	1646	1901	2166	2398	2657	2930
DOMESTIC_Total	9443	9638	10046	10255	10346	10405	10680	10773	11080	11200	11346
UTM Total	10169	10506	11047	11471	11750	12051	12581	12939	13478	13857	14276



20069-20179 Total New Intake including % International

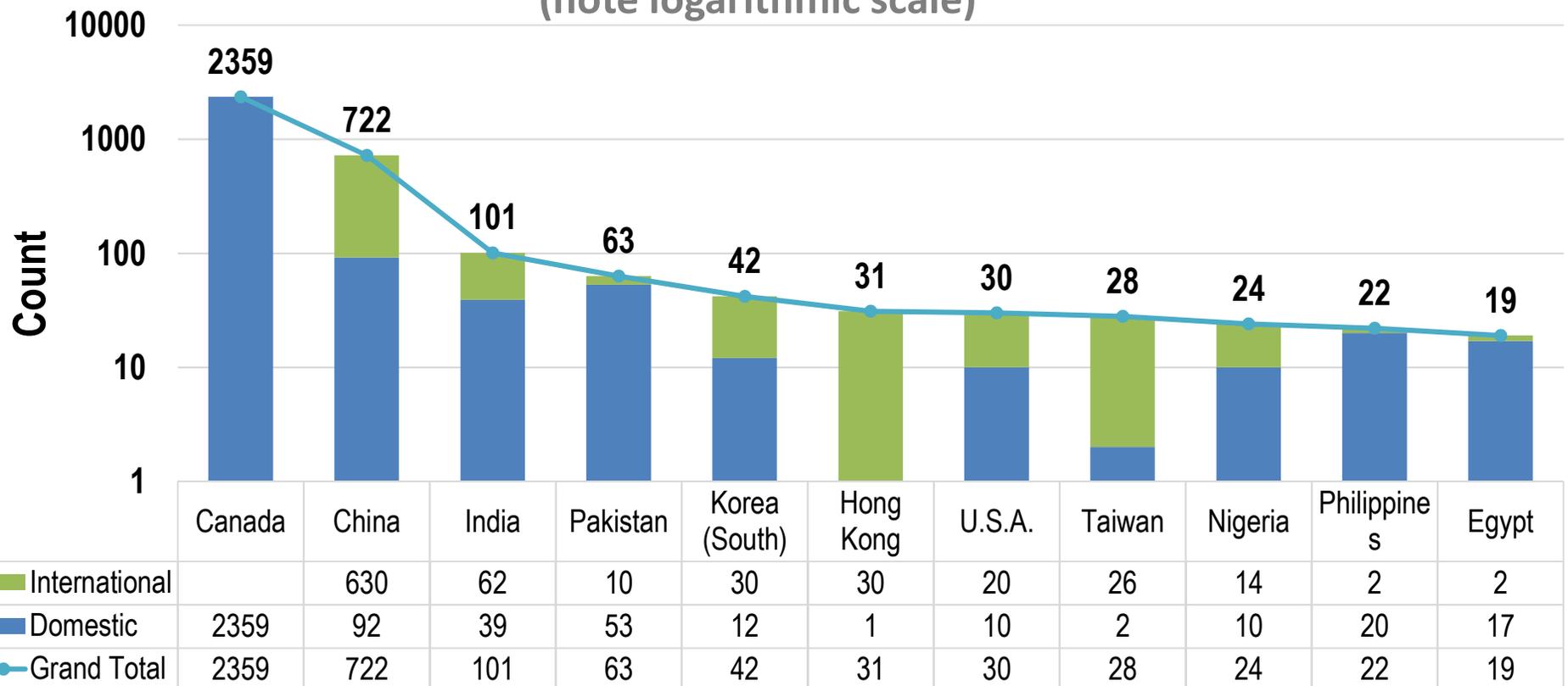


	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017*
INTERNATIONAL	240	340	390	462	457	615	693	718	786	883	956
DOMESTIC	2441	2547	2535	2557	2534	2623	2769	2724	2937	2804	2772
Total	2681	2887	2925	3019	2991	3238	3462	3442	3723	3687	3728
International %	9%	12%	13%	15%	15%	19%	20%	21%	21%	24%	26%



20179 Top 11 Countries of Citizenship

(note logarithmic scale)

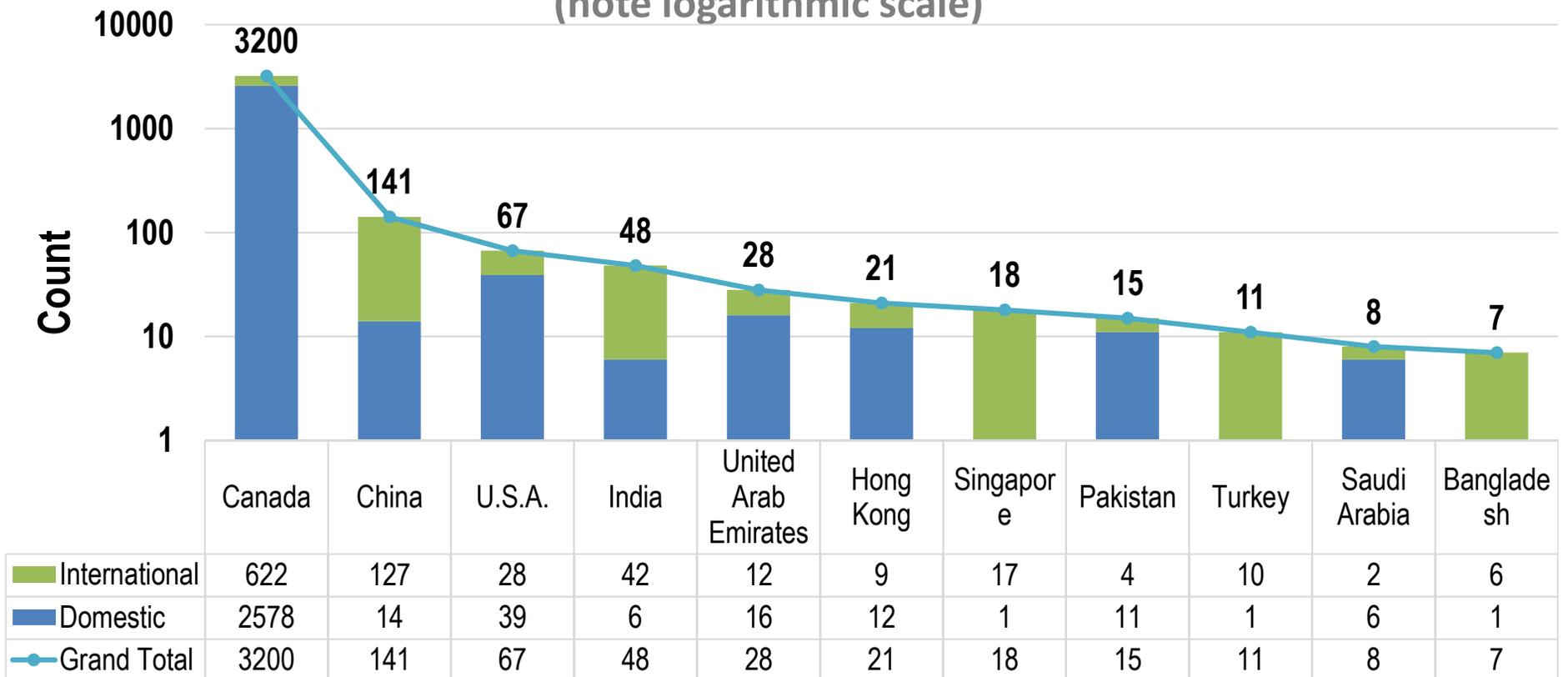


Note: Data shown here describe top countries of citizenship and illustrate if students have status in Canada (domestic fees) or are here on a study permit (international fees).



20179 Top 11 Countries of Last Institution Attended Prior to UTM

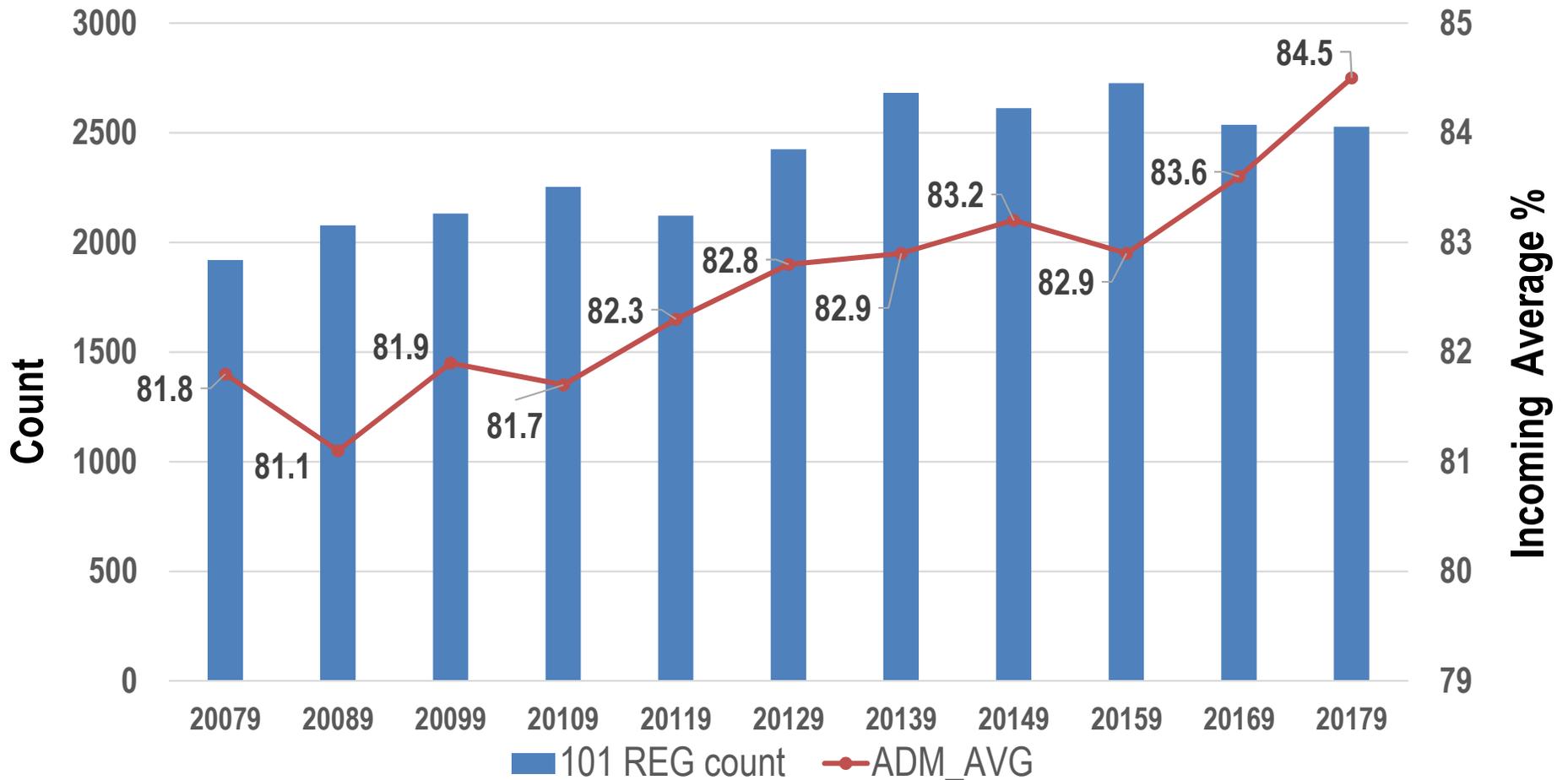
(note logarithmic scale)



Note: Data shown here describe top countries where students studied prior to applying to UTM and if they have status in Canada (domestic fees) or are here on a study permit (international fees).

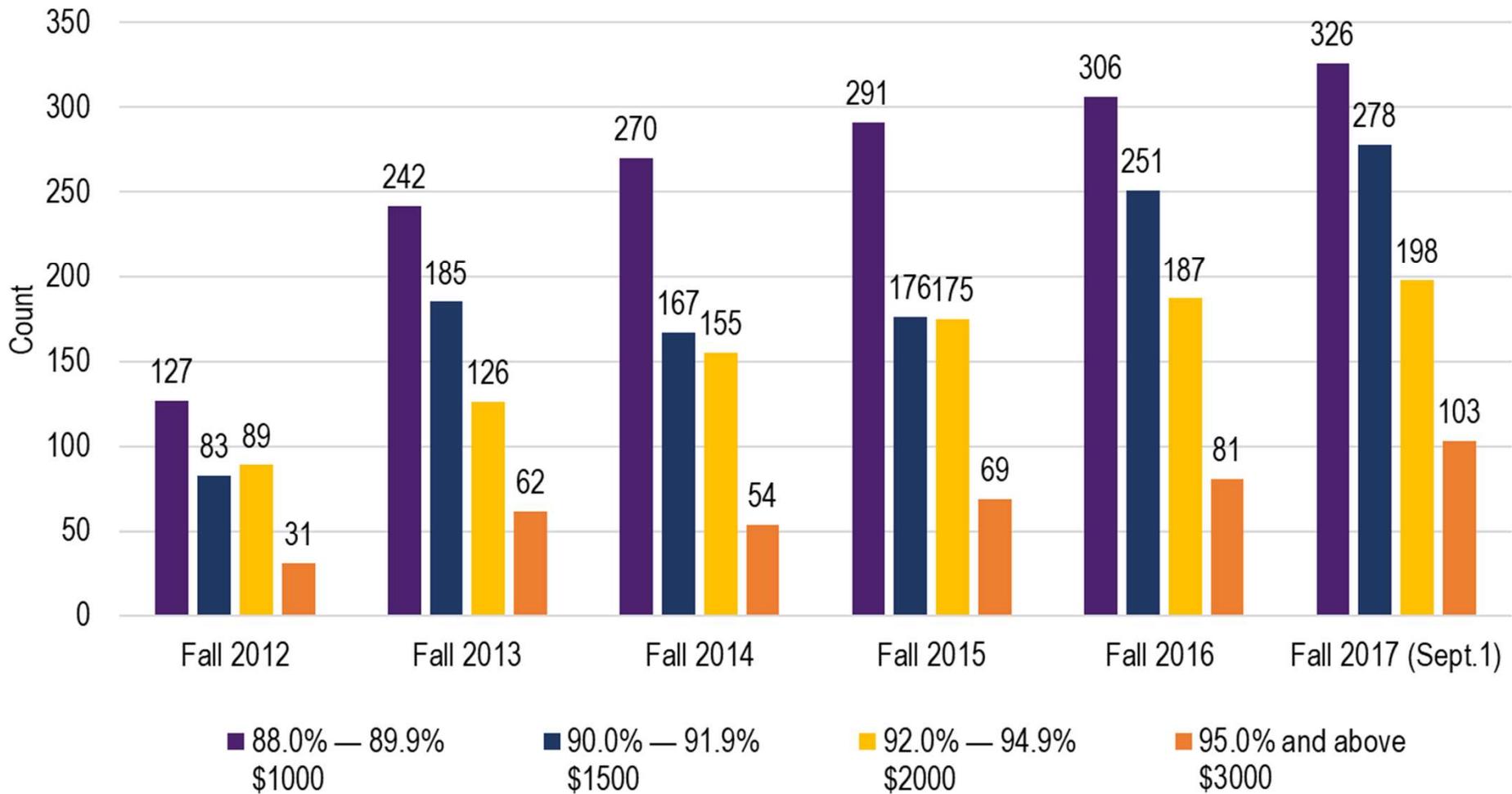


20079-20179 New Intake - Ontario High School Admission Average



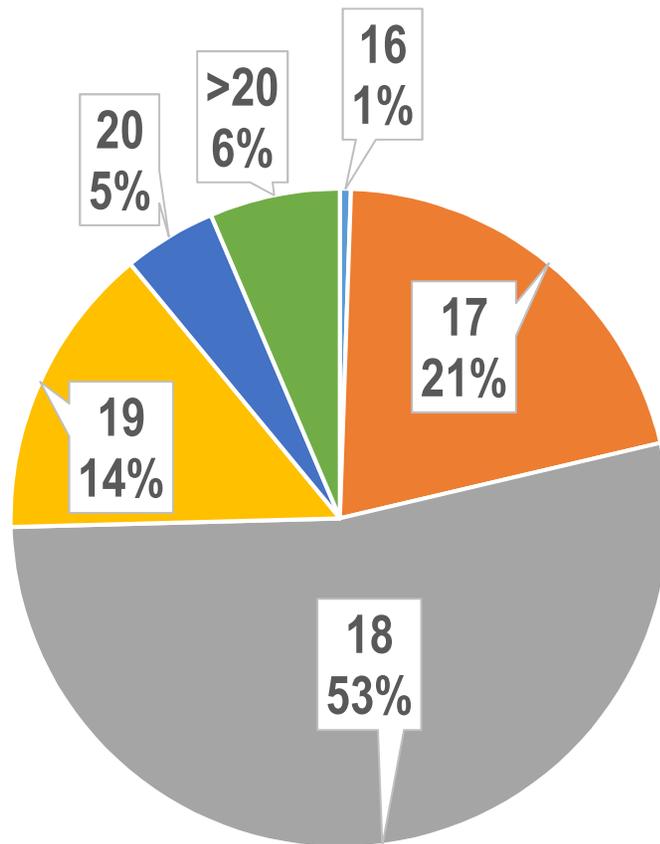


20129-20179 UTM Entrance Award Recipients

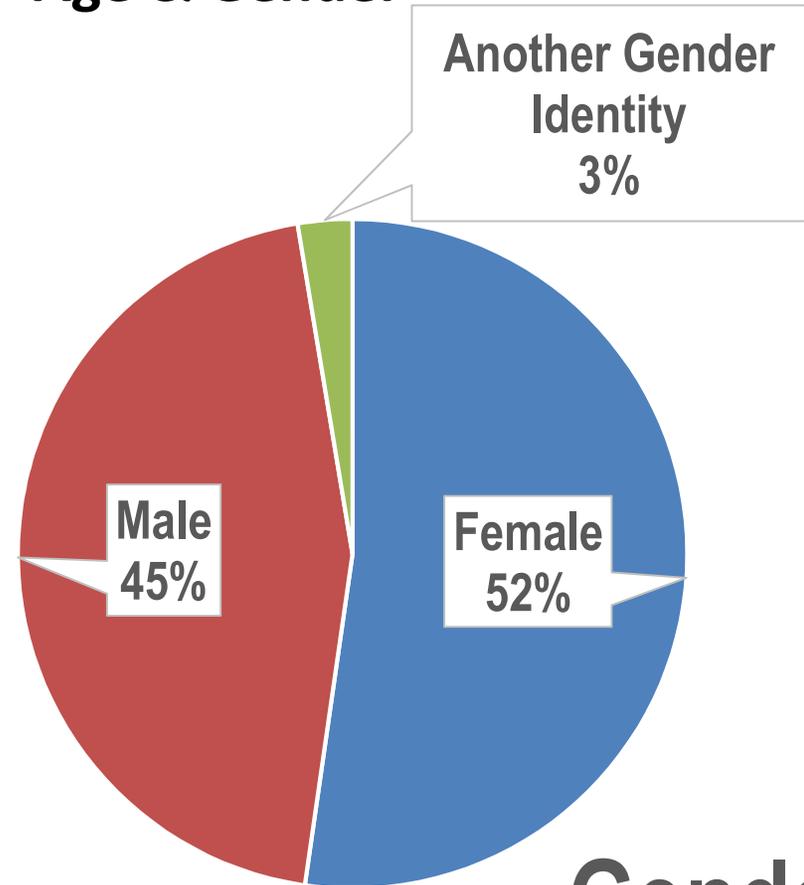




20179 New Intake – Age & Gender



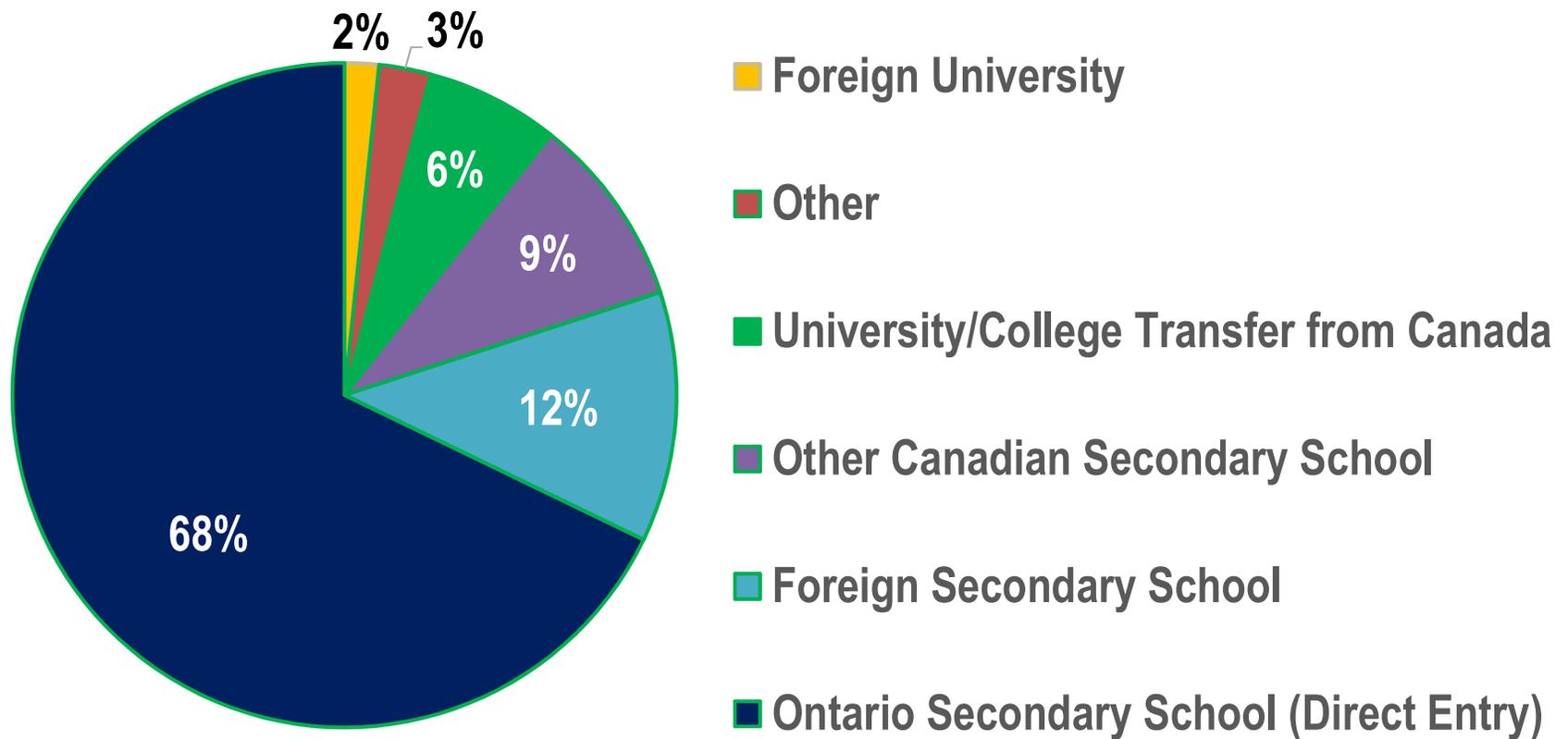
Age



Gender

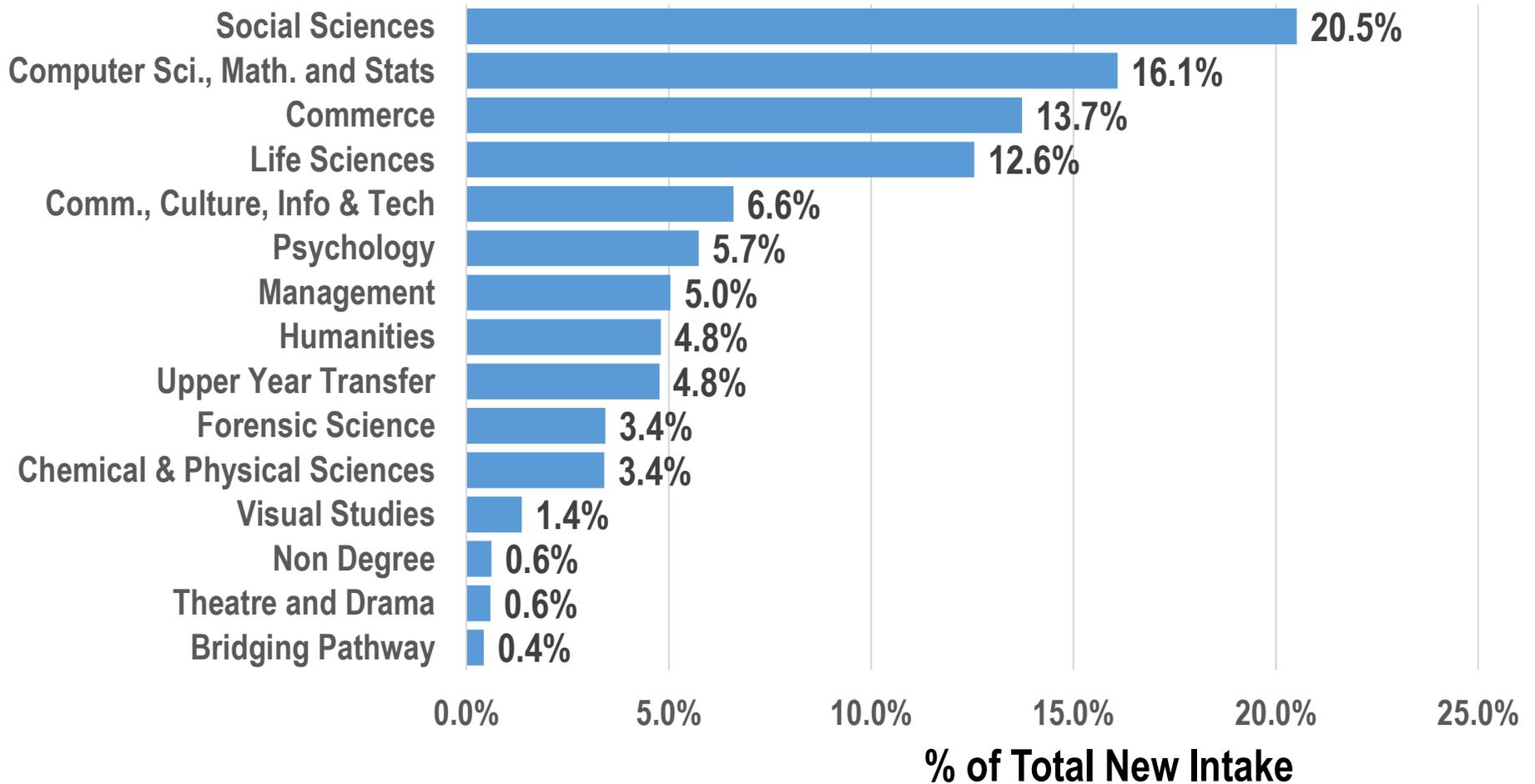


20179 New Intake – Applicant Type



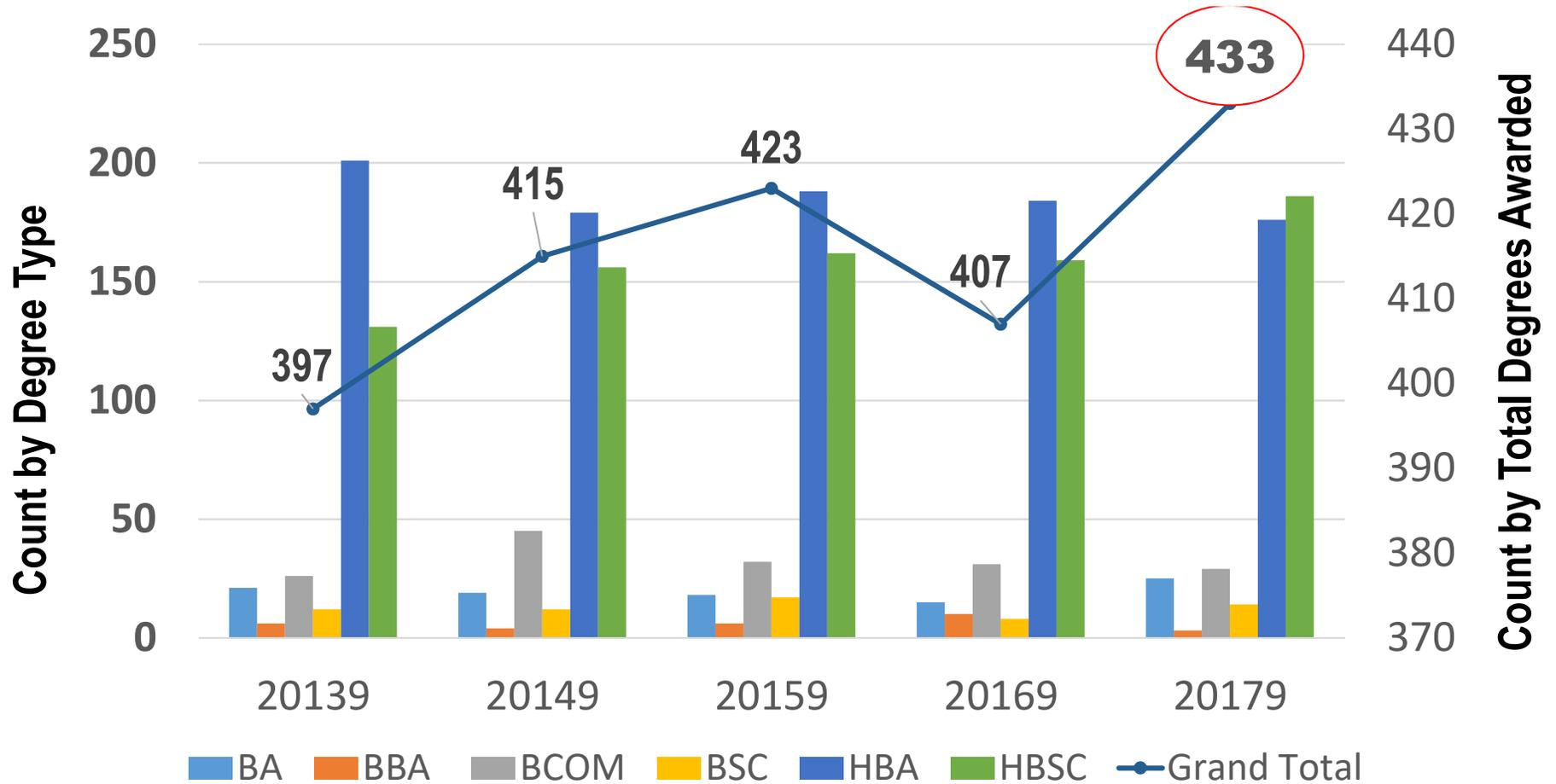


20179 % of New Intake by Admission Stream



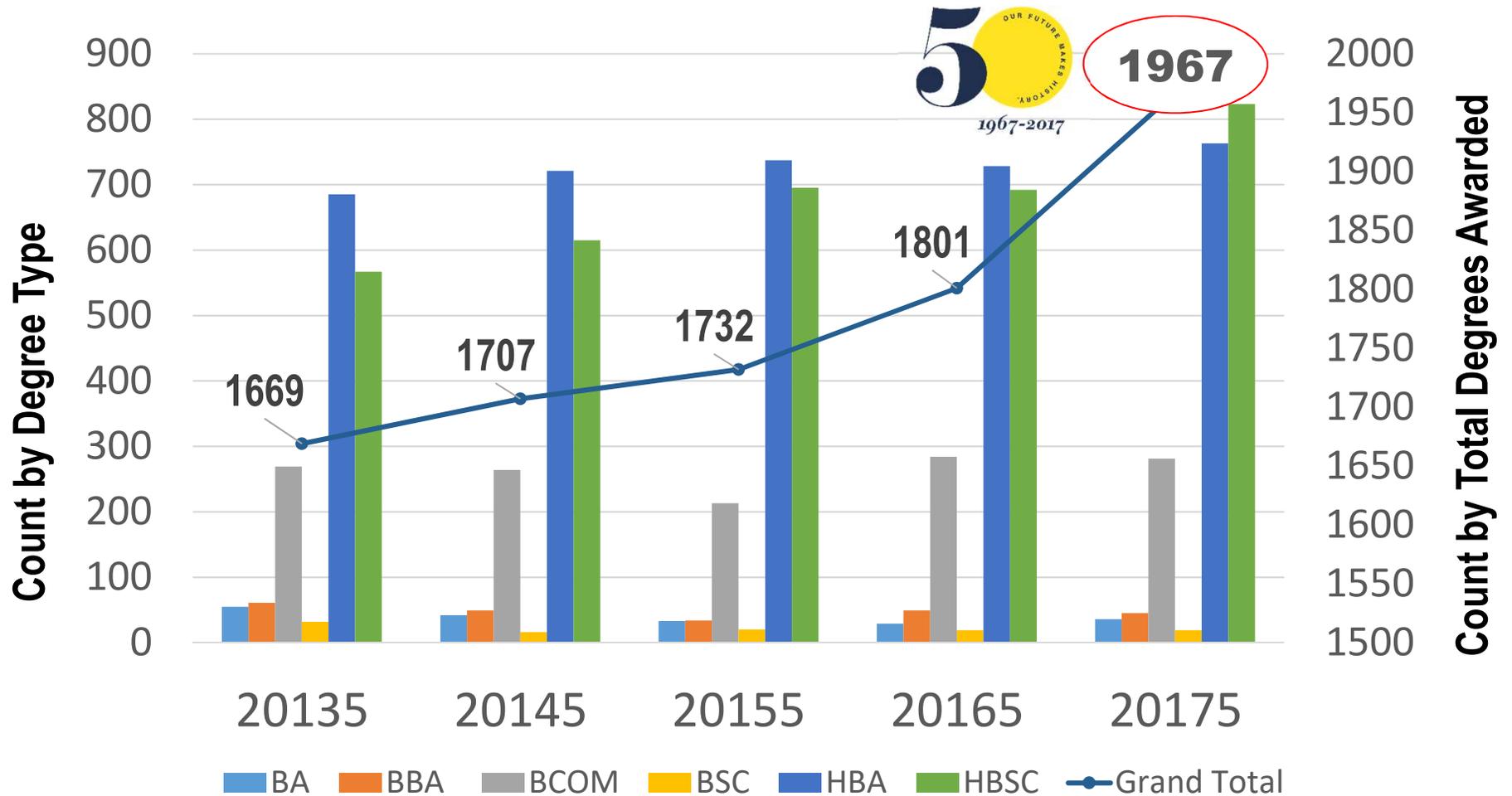


2013-2017 November Degrees Conferred by Type and Total





2013-2017 June Degrees Conferred by Type and Total





UTM 2004-2014 Cumulative Graduation Rate (U of T Degree)

Session	Total	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	%
20049	1954	0.9%	33.0%	57.1%	64.3%	67.5%	69.5%	70.6%	71.2%	71.4%	71.6%	71.8%	28.2%
20059	2246	0.5%	28.1%	54.7%	61.8%	65.2%	67.2%	68.2%	68.7%	69.0%	69.2%		30.8%
20069	2481	0.7%	32.4%	57.2%	64.8%	68.1%	69.3%	70.0%	70.3%	70.7%			29.3%
20079	2361	0.8%	34.3%	60.0%	66.4%	68.8%	70.2%	70.7%	71.1%				28.9%
20089	2563	1.4%	36.6%	59.3%	64.6%	67.5%	69.0%	69.9%					30.1%
20099	2540	1.2%	38.5%	61.4%	68.4%	70.9%	72.1%						27.9%
20109	2624	1.8%	38.8%	61.2%	66.3%	68.6%							31.4%
20119	2621	1.4%	38.6%	60.1%	65.8%								34.2%
20129	2896	0.9%	40.3%	62.9%									37.1%
20139	3178	0.7%	38.8%										61.2%
20149	3101	0.8%											99.2%
20159	3367												100.0%

UTM SCIENCE BUILDING

CAPITAL PROJECT

UTM Campus Council
November 21, 2017

PROJECT BACKGROUND & RATIONALE

(2001; 2006; 2009; present day)



Pronounced Need for New Science laboratories

Previous capital projects have addressed needs of non-laboratory based academic departments



External Review: Biology

Research space is at a premium for this department



External Review: Chemical & Physical Sciences

Lack of properly designed educational and research space



Research Initiatives

CMC
Major research projects currently constrained
Need for wet labs; cross-departmental work



Faculty Hiring

Hiring in the wet laboratory sciences cannot proceed until UTM provides the requisite facilities



Graduate Student Recruitment

Provide appropriate and sufficient wet laboratory space to support successful academic careers.

PROPOSED SPACE PROGRAM



Centre for Medicinal
Chemistry



General Science
Expansion



High Performance
Computing Data Centre



Forensic Science
Offices



Campus & Building
Services

3

PROPOSED SPACE PROGRAM



Total Project Area: 7,134 nasm
Approx. 15,552 gsm

Comprised of highly-serviced wet laboratories, instrument rooms, computational facility, support facilities, offices.

Significant amount of primary mechanical and electrical systems and redundant back-up systems for critical areas.

Utility requirements for heating and cooling, and emergency/back-up power will be met within the building itself (not the Central Utility Plant)

Shipping/Receiving

4

DEVELOPMENT FOOTPRINT



From 2011 Master Plan

Location within the greater Site 1 development envelope (UTM Campus Master Plan 2011)

Connected to Davis Building

Inclusion of a main entrance, opening onto the current Parking Lot 9.

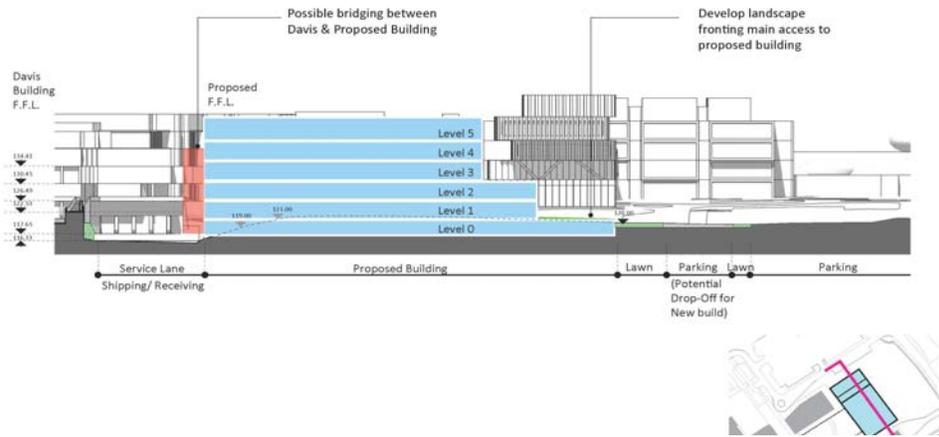
BUILDING CONSIDERATIONS

Standards of Construction



- Planning and Costing: generally assume similar to recent campus capital projects
- Laboratories will be similar to the recently completed Medicinal and Molecular Biology Laboratories in the Davis Building (DV3017 and DV3017A), and the Gunning Laboratories (DV3023).
- Constructed and finished to Biocontainment Level 2 (BCL2)
 - Energy efficient, ultra-low (flow) face velocity, variable air volume fume cabinets
 - Height adjustable and/or fixed-height benches with adjustable shelving units, LED lighting, exposed painted structure ceilings, epoxy floors and painted walls.

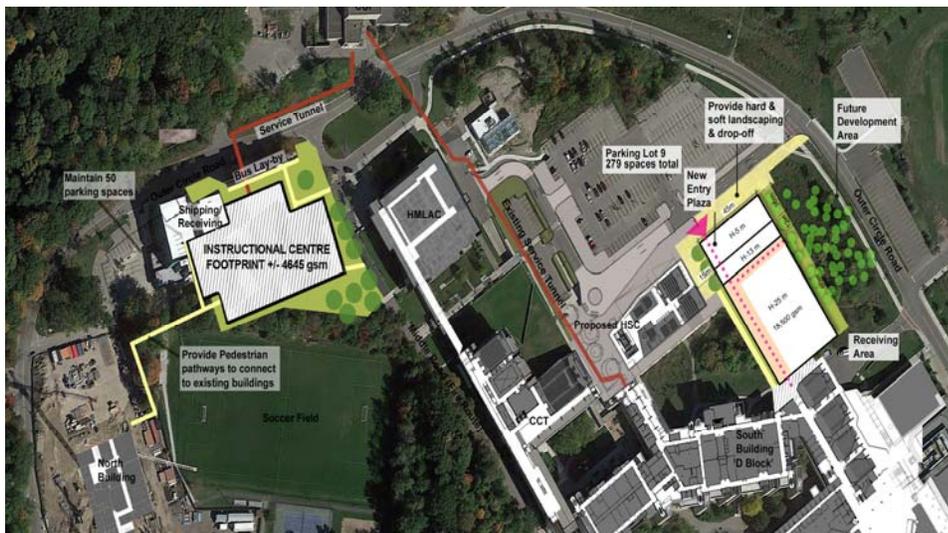
ILLUSTRATION OF MASSING & CONNECTIONS



Two-storey change in elevation between the main floor (Davis Building Level 2) and the Outer Circle Road level

Height: projected at 25 m, from Levels 0 through 4.

SUSTAINABILITY DESIGN & ENERGY CONSERVATION



Will be designed at LEED Silver or better:

- Green roofs, rainwater harvesting
- Materials – local, renewable/recycled content
- Ultra-low flow, energy efficient fume cabinets in labs.

CONTINGENCY & SECONDARY EFFECTS



Contingency Plans

Delays in research lab occupancy are managed departmentally, temporarily sharing lab space as needed.

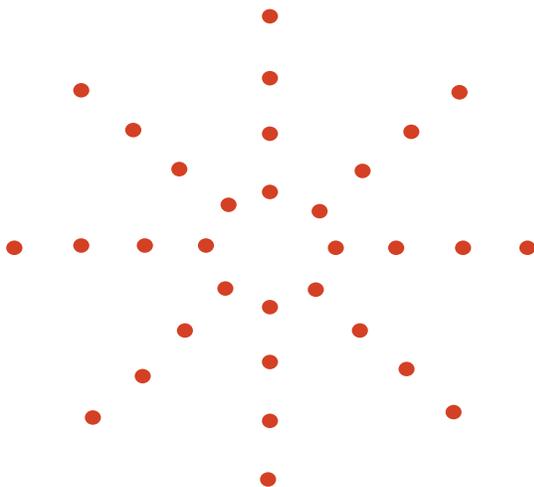
Hiring will be timed with opening date. Academic searches would typically take place about 6-8 months before position starts.



Secondary Effects

- Lab space in Davis Building
- Shipping Receiving
- Parking
- Noise and Vibration
- Demolition of Existing Structures
- Site access during construction

SCHEDULE



● **Architect Selection**
By December 2017

● **Governance**
December 14, 2017

● **Schematic Design**
January – July 2018

● **Design Development**
August – Dec. 2018

● **Construction Documents**
January – July 2019

● **Tender & Award Completion**
October – November 2019

● **Construction Start**
November 2019

● **Substantial Completion**
November 2021

THANK YOU

Total Project Cost Estimate and Sources
of Funding to be discussed in the
In Camera session

MOTION

Be It Recommended:

1. THAT the Report of the Project Planning Committee for a New Science Building, dated September 21, 2017, be approved in principle, and
2. THAT the project scope of the Science Building, totaling 7,134 net assignable square metres (15,552 gross square metres) to be located on Development Site 1 as detailed in the 2011 UTM Campus Master Plan, be approved in principle, expected to be funded from a combination of the following sources:

UTM Capital Reserves
Long-term Borrowing
Campaign (Donations/Fundraising)
Provost Matching Funds

University of Toronto Mississauga Academic Plan 2017

UTM Campus Council
November 21, 2017



University of Toronto Mississauga Vision Statement

- The need for a UTM Vision Statement that describes UTM's identity was recognized by the campus-wide external review that took place during the 2015-16 academic year.
- Following many rounds of review accompanied by suggestions provided during the Fall of 2016 through feedback sessions, focus groups and individual submissions from our dedicated faculty, staff, alumni and students, the final version was released on January 19, 2017.
- The document includes a brief mission statement, a vision statement and a list of attributes that are encompassed within UTM's identity.
- The Vision Statement forms the starting point of the Academic Plan which will guide UTM academic priorities for the next five years

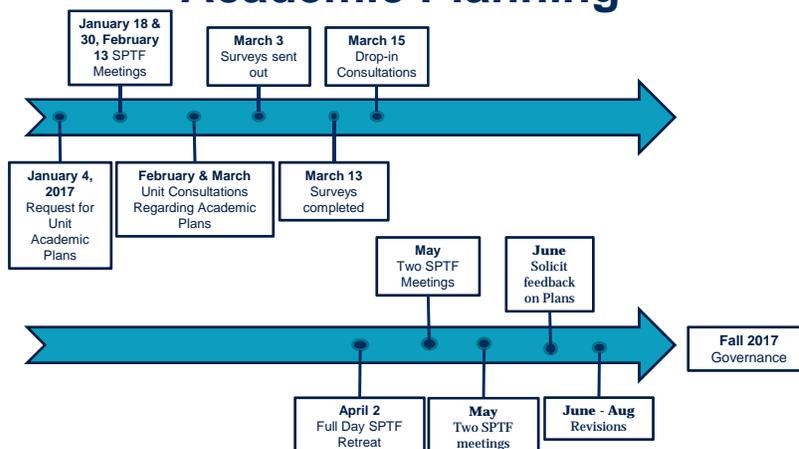


University of Toronto Mississauga Academic Plan – Key Themes

- Communication, Community and Creativity (along with Equity and Diversity)
- Campus-wide communication initiatives
- Sustainability and Innovation defined according to UTM needs
- Increasing engagement of the wider community in Mississauga, showcasing events, research, diversity and the indigenous heritage at UTM



Academic Planning



When reviewing submissions and supplemental documents, common topics that surfaced were:

Student Success, Outreach Collaboration, Global Citizens, Transformation and Innovation, and Research



Academic Planning

- Once the Academic Plan was well-defined, we created an accompanying **Implementation Plan**
 - with resources always being a key limiting factor, good planning is essential
 - outlines the specific objectives designed to attain the goals of the Academic Plan along with the strategies that will be used to achieve the objectives
 - suggests when each step will be completed
 - concrete steps towards being more transparent and avoiding the Academic Plan from collecting dust



Academic Plan versus Strategic/Implementation Plan

Academic Plan

- Sets priorities for future decision making
- Sets goals describing what a division plans to do in the next 5 years
- Goals should reflect the
 - vision, mission and values of the Division
 - direction of the Division
 - strategic priorities outlined in Towards 2030

Implementation Plan

- Sets out how the division will work to realize the goals in the Academic Plan
- Details recommendations for implementation
- Identifies broad strategies for achieving goals and objectives
- Provides time-frames (including short, medium and long-term targets) within which strategies can be initiated and what resources will be required for their implementation



UTM Academic Plan



UTM Academic Plan (pending governance consideration)

<https://www.utm.utoronto.ca/dean/initiatives/FinalVision/utm-academic-plan>

Embedded within the Academic Plan is the Implementation Plan

Five Main Goals in our UTM Academic Plan

1. Inspire student success by supporting a rigorous and innovative academic environment
2. Demonstrate that UTM is a home for world-class research
3. Enrich the student experience by embracing opportunities for community involvement
4. Educate future leaders to be global citizens meeting complex challenges
5. Focus on transformation and innovation to create a sustainable and cohesive community



Implementation Plan

Objective	Goals Each Objective Supports				
A Invest in pedagogy and learning outcomes	1	2	3	4	5
B Attract increasing numbers of quality students	1	2	3	4	5
C Enhance foundational competencies	1	2	3	4	5
D Increase student retention rates	1	2	3	4	5
E Create new undergraduate and graduate programs	1	2	3	4	5
F Provide experiential education opportunities to all UTM undergraduates	1	2	3	4	5
G Benefit from better linkages with the local community	1	2	3	4	5
H Expand opportunities to increase awareness of global issues and cultures	1	2	3	4	5
I Support research across the curriculum	1	2	3	4	5
J Support interdisciplinary research at UTM	1	2	3	4	5
K Attract and hire more diverse faculty, staff, and librarians	1	2	3	4	5
L Implement the recommendations of the Truth and Reconciliation Commission	1	2	3	4	5
M Optimize high quality space available and its allocation	1	2	3	4	5
N Increase financial resources we have available	1	2	3	4	5
O Embrace sustainability as a focus of campus practices, pedagogy, and research	1	2	3	4	5

Implementation Plan

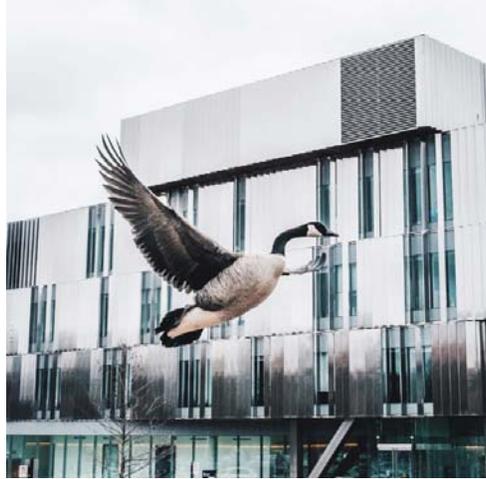
<https://www.utm.utoronto.ca/dean/initiatives/FinalVision/implementation-plan>



Next steps

Implementation involves the specific tactics, establishment of targets, reporting mechanisms, and identifying an overall accountability framework to regularly measure progress and success in the achievement of the goals in the Academic Plan.

Individuals, Academic Units and/or Offices that will play key roles will then be contacted in order to start discussions and assemble resources to inform decisions.



UTM 2018-2019 Proposed Operating Budget: Themes & Priorities

UTM CAMPUS COUNCIL
NOVEMBER 21, 2017

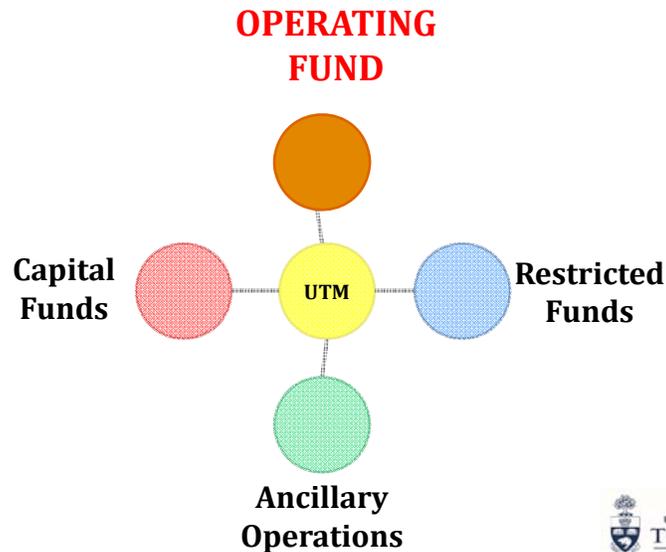
Overview

2

- Budget context
- Priorities
 - Enrolment
 - Faculty Recruitment
 - Student to Faculty Ratio
 - Strengthening Research
 - Capital Plan
 - Academic Plan 2017

The Four Funds

3



Relationship Between Four Funds

4

- Funds are segregated
- Most movements from Operating to Capital (via capital reserves)
- None (@ UTM) Ancillaries to Operating
- Ancillary Budgets to CAC Jan. 9th

UTM Net Revenue 2017-18 (\$ Millions)

5

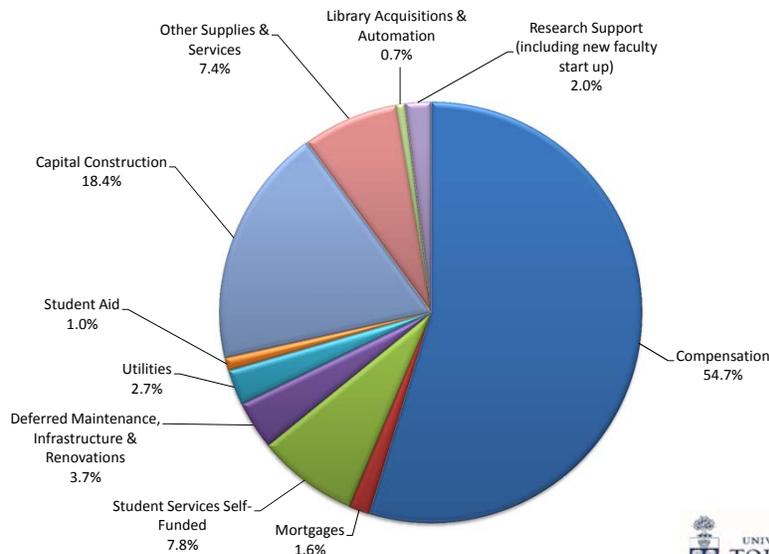
Tuition and Grant revenue*	\$290.1
Investment and other income	<u>7.2</u>
Subtotal	\$297.3
University Fund Contribution (10%)	(29.6)
Other attributed revenue (net)	2.4
University-wide costs	(38.7)
Student Aid	(12.3)
University Fund Allocation*	8.9
Other adjustments	<u>0.1</u>
"Net revenue" to UTM (77% of Gross)	\$228.1

* The current UF Allocation represents the cumulative total of \$8.6M as at the previous year, plus an incremental base allocation of \$0.4M from the Provost in 2017-18.



2017-18 Major Expense Categories

6



Priority: Enrolment

7

- Managing Enrolment Growth + “Pause” Period
- Graduate Student Enrolment
- Domestic Growth Considerations



Priority: Enrolment International Students

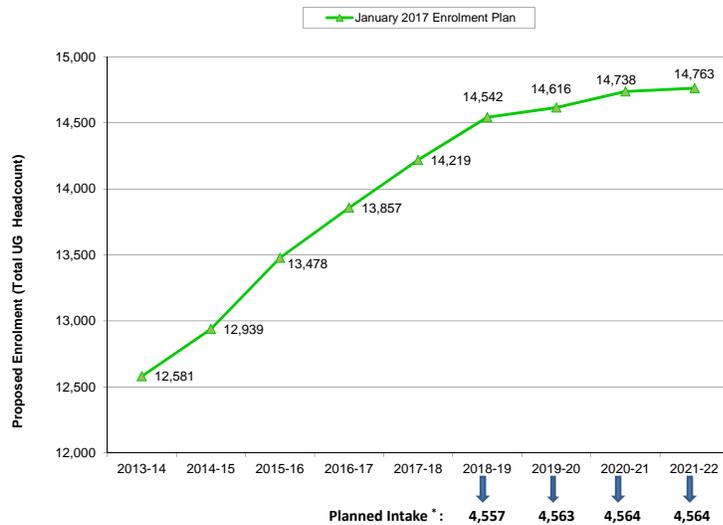
8

- Domestic/International Mix
 - Now at 27% intake; 21% overall total
 - Against overall target of 20%
- Diversification - Now at 61% to 64% single-source home country
- Base Budget & Vulnerability



UTM Undergraduate Enrolment Planned Growth

9



* All new intake, including transfers, non-degree and year 1 continuing.



Priority: Student to Faculty Ratio

10

- Fall 2016, UTM remains highest across University with ratio of 35.7
- Fall 2016, FAS = 28.8
- Long-term target: 30.0



Priority: Faculty Recruitment

11

- Target: 32 searches 2017-18 (23.5 “growth”) est. 33 searches 2018-19 (23 “growth”)
- Mix of Rank/Category
- Success Rate: 2015-16 = 88%; 2016-17 = 84%
- Search limitations; time and money; capacity to conduct



Priority: Strengthening Research

- \$17m research infrastructure renewal Strategic Infrastructure Fund
- Planning for a Science Building: anchored by Centre for Medicinal Chemistry
- Planning for Computer Science Research Cluster – Robotics Laboratory
- Competitive start-up funding using CFI funds
- Direct support of research excellence and communication via OVPR internal funding opportunities
- New support staff for laboratories, and for grant writing/reporting
- New Centre for Urban Environments will launch Jan 1/18
- Planning for Institute for Global Fluency, and Digital Humanities at UTM



Priority: Capital Plan

13

Opened 2016/17

- Parking Deck

Underway

- Teaching/Research Laboratory Renovations
- Supporting Infrastructure (SIF) (April 2018 completion)
- North2 (To open August, 2018)

Planned

- Davis2 Meeting Place Re-vitalization
- Science Building
- Residence Retrofits



UTM Academic Plan

14



Provost's Priorities 2017-2018

Cheryl Regehr
UTM Campus Council
November 21, 2017



Provost's Continuing Priorities

1. Reimagining **undergraduate** education
2. Raising our game in **graduate** education
3. Advancing **access, diversity, and equity**
4. Supporting excellence in **faculty and leadership**
5. Ensuring **resources** are available and **operations** are aligned to support the Educational and Research mission



UTSC Campus Council
November 2017

Priority 1 Undergraduate Education | Engaged Learning



Priority 1 Undergraduate Education | Global Scholars

U of T undergrads off to Brazil to research poverty



Getting the chance to research project from undergraduate student Alexa Waud

On the Importance of Bearing Witness



Toronto, POLSO: Biological Science is home t

Canadian startups receive unexpected financial boost to help make sustainable New Year's resolutions



Designing cleaner, safer ways to cook in South India

U of T students and faculty work together to reduce fuel consumption, indoor air pollution



Beating the heat: U of T student's cool idea to help workers in Qatar



Group (Shell Canada Limited) Pinterest



Priority 2

Graduate Education | Career Development

- Examine and disseminate 10,000 PhDs data
- Revamp and expand graduate professional development
- Expand / articulate research for professional masters students
- Develop / expand practicum experiences for research students
- Enhance international opportunities



UTSC Campus Council
November 2017

Priority 3

Access, Diversity, Equity | Developing the Pipeline



- Coordinate / expand school outreach / work with Ministry of Education
- Enhance facilitated entry programs
- Determine barriers to graduation
- Targeted scholarships, PDFs
- Faculty hiring / unconscious bias
- Supporting faculty success
- Leadership development

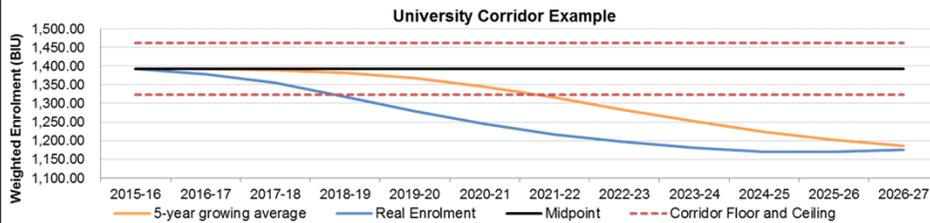


UTSC Campus Council
November 2017

Priority 4 Faculty & Leadership | Develop Future Leaders

- Clear path to promotion
– HR Guide
- Enhance “light touch” leadership program
- Targeted programs for Chairs

Priority 5 Resources & Operations | Post - SMA 2



- Review of budget model
- Implement metrics
- Interdivisional teaching
- Consideration of alternative funding sources