

# UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

APRIL 18, 2018

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on April 18, 2018 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  
Kayla Dias  
Amrita Daniere, Vice-Principal Academic  
& Dean  
Dario Di Censo  
Megan Evans  
Simon Gilmartin  
Shelley Hawrychuk  
Ivana Di Millo  
Joseph Leydon  
Teresa Lobalsamo  
Jay Nirula  
Judith Poë

Susan Senese, Interim Chief  
Administrative Officer  
Steven Short  
Laura Taylor

**Regrets:**

Kelly Akers  
Jeff Collins  
Salma Fakhry  
Tarique Khan  
Ranim Miri  
Lisa Petrelli  
Samra Zafar  
Douglas Varty  
Jose Wilson

***In Attendance:***

Andrea Carter, Assistant Dean, Student Wellness, Support & Success  
Erin Jackson, Chief Human Resources Officer  
Vicky Jezierski, Director, Hospitality & Retail Operations  
Dale Mullings, Assistant Dean, Students & International Initiatives  
Lorretta Neebar, Registrar & Director, Enrolment Services  
Chad Nuttall, Director, Student Housing & Residence Life  
Mark Overton, Dean of Student Affairs  
Jane Stirling, Director, Communications

**Secretariat:**

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

The meeting began *in camera*.

**1. Appointments: 2018-19 Community Members of the University of Toronto Mississauga Campus Council and Campus Affairs Committee**

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED,

That Hassaan Basit and Ziyaad Vahed be appointed to the University of Toronto Mississauga Campus Council, as recommended by the Nominating Committee, and as specified in the documentation dated April 11, 2018, for terms of three years, effective July 1, 2018.

The Committee moved into open session.

## **2. Chair's Remarks**

The Chair welcomed members and guests to the meeting and announced the appointment of Mr. Basit and Mr. Vahed to the UTM Campus Council in the community estate. The Chair thanked the Nominating Committee for recommending community members that had a demonstrated commitment to UTM.

The Chair advised members that there would be a call for nominations for a member of each estate to serve on the Agenda Committee for 2018-19, and encouraged continuing members to put their names forward for consideration. The Chair also informed Council that the results of the elections for the UTM Campus Council and Campus Affairs Committee in the student estate had been announced on April 12, 2018. He congratulated the successful candidates and thanked all who participated in the elections.

## **3. Report of the Vice-President & Principal**

### **a. International Abroad Opportunities**

Professor Krull invited Dale Mullings, Assistant Dean, Students & International Initiatives to provide Council with an update on international abroad opportunities. The presentation<sup>1</sup> included the following key points:

#### *Outbound:*

- 80 percent of students in exchanges were domestic students, with an increasing number of second year participants. Participation was greater where strategic partners had been identified.
- The programs that were most mobile included Commerce & Management, Biology and Psychology, with significant growth from the Masters of Science in Sustainability Management (MScSM).
- The top 3 countries for exchange were Australia, England and Korea and the top three institutions for exchange were the National University of Singapore, Chinese University of Hong Kong and Korea University.
- There was an increasing demand for semester-based exchanges over year-long or summer opportunities as students were focused on completing required courses and avoided foregoing income from work during the summer semester.
- Barriers for student participating included funding, the possibility of delaying graduation and course credit concerns. To combat this, UTM students were being supported

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<sup>1</sup> The presentation is attached as Attachment A.

financially on average with over \$2000 of needs-based funding (over 50% of UTM of the participating students requested funding). In addition the International Educational Centre, the Office of the Registrar and academic departments had collaborated to streamline the pre-approval process to help students select relevant courses and to ensure they graduate on time.

*Inbound:*

- The total number of inbound students was 35, and there has been an increasing number of students from strategic exchange partner institutions as well as from those institutions that have visited UTM. The programs of study that inbound students were enrolled in were similar to outbound programs and increase in enrolment was solely for undergraduate, however the first inbound graduate exchange would begin in the 2018-19 academic year.
- Students came to UTM primarily for unique departmental collaborations and to balance UTM outbound exchanges.
- Inbound students were being supported through preferred housing which was a significant concern raised by exchange partners, an exchange study buddy program as well as Canadian experiences, such as trips to Niagara Falls.

*International Exchange Participation*

- International exchange participation had increased since 2014-15 and was aided by the creation of a new staff position for student mobility, as well as collaborations with the departments.

*UTM Abroad*

- UTM Abroad co-curricular experiences were to be re-branded as “glocal” as they provided global experiences that better prepared students to solve local and global challenges.
- There were up to 2 international opportunities annually with 10 to 20 students participating in each experience. The average cost was \$3500 per student, with needs based funding available.

Mr. Mullings noted that students who were unable to participate due to family or financial commitments were provided options here at home, which included over 20 co-curricular programs, initiatives and student organizations with a focus on global perspective and engagement.

With respect to future projects, Mr. Mullings discussed the creation of a U of T wide Learning Abroad database that would compile all international opportunities for easier access. In addition, international work integrated learning opportunities were currently under development. He added that the Global U Initiative would be rolled out in the coming year and would provide students with an opportunity to be identified as Global Citizens through co-curricular and academic transcript notations and had varied opportunities attributed to the level of proficiencies and involvement demonstrated.

Mr. Mullings advised that student participation in international mobility was measured as 16% of the graduating class at UTM and 19% across all of U of T. The goal was to raise it to 30% by 2022. In response to a member’s question, Mr. Mullings clarified that all international opportunities were open to all UTM and St. George students, however there were department-

specific partnerships at UTM that would be unique to UTM students. He added that part of his team's mandate was to ensure that opportunities that were available to UTM students were also made available to St. George students and vice-versa.

A member asked if the internationalization at home programs were in addition to existing UTM programs. Mr. Mullings responded that wherever there was an opportunity to leverage existing programs that would be the case. For example, students enrolled in the Minor in Education participated in conversational English activities as part of a departmental initiative.

In response to a member's question regarding compensation for work integrated learning international opportunities, Mr. Mullings clarified that the opportunities were primarily unpaid, however, through the exchange partner and UTM the costs associated with travel and accommodations were defrayed for the student. He cited this kind of partnership arrangement between the Forensic Science program and the Singapore Police department.

Professor Krull remarked to members that there was much work being done on international initiatives and in particular those of the Global U, and that the discussion regarding how to finance these opportunities for students had been a priority for the past few years. He noted that departments would be invited to help create opportunities and provide advice on which courses were appropriate for the Global U engagement. Professor Krull pointed to additional value that UTM would bring to the Global U initiative. He noted that UTM was proposing a summer language/culture program similar to that offered by Middlebury College in the United States which is well known for its summer school programming, and this initiative had been driven by the UTM champions of the Institute of Global Fluency proposal. He added that the Global Leader program would be a cap-entry program for 25 students annually for each campus, and would involve a curated curricular capstone as well as co-curricular activities that would be funded by the University.

The Chair thanked Mr. Mullings for his presentation and invited Professor Krull to give his report.

### *Campus Matters*

Professor Krull congratulated Lorretta Neebar on her appointment as Registrar & Director of Enrolment Management and noted that Ms. Neebar had brought great energy to this role. He added that this appointment provided Ms. Neebar an opportunity to consider restructuring within the Office of the Registrar. Furthermore, it had been decided to create a unit in the Office of the Vice-Principal Academic and Dean to be responsible for statistical data and analysis. This unit consolidates expertise that was in the Office of the Registrar and the Office of the Dean, positioning UTM to better analyze how to achieve improved student retention, graduation rates and recruitment, and facilitate response to the Strategic Mandate Agreement deliverables and milestones. He noted that this new data analysis unit would be led by Neil Neebar.

Professor Krull updated members that the Centre for Medicinal Chemistry would submit a proposal for governance approval to establish itself as an EDU-C sometime in the fall.

There were preliminary discussions surrounding the building of residences at UTM and they would likely involve a public-private partnership model. Professor Krull would update members with further developments.

Professor Krull went on to inform members of discussions between the Office of the Dean and Chairs and Directors of departments regarding possible changes to departmental budgetary models. Currently the University was run on a responsibility-centred management system (RCM), and ways to increase departmental autonomy over their budgets was being explored. Through consultations it had become clear that no one-size-fits-all solution existed as some departments preferred the existing structure and others asked for more independent responsibility. Professor Krull stated that it was likely that each department would negotiate a budget model that was suitable to their needs.

Professor Krull added that the Indigenous Task Force had provided its first recommendation, which was for the creation of an open, outdoor space for ceremonies that would also be an area for reflection for any member of the UTM community to enjoy. He noted that the space was referred to as a *Peace Park* and that further details about possible locations would be shared as they became available.

The Communications Department was about to embark on a refresh of the UTM website, spearheaded by the Office of Communications. Members wishing to provide input should contact Jane Stirling, Director, Marketing and Communications ([jane.stirling@utoronto.ca](mailto:jane.stirling@utoronto.ca)).

Professor Krull concluded his report by highlighting a recent campus visit for [Visions of Science](#), where a group of 150 grade-school students from low-income and marginalized communities participated in STEM activities and toured UTM laboratories. Professor Krull thanked all those who had been involved in supporting the initiative.

In response to a member's question about whether departments were to be given more flexibility in fundraising, Professor Krull explained that while department specific fundraising was deemed acceptable for specific projects that were approved by the Office of Advancement, departments should not rely on such funds for base budget operations.

A member asked if the proposed Peace Park would hold smudging ceremonies and Professor Krull confirmed that this would be the case, and that the administration was working towards obtaining approval for indoor smudging ceremonies in specific locations as well.

#### **4. Report from the Chair of the Academic Affairs Committee**

The Chair invited Professor Judith Poë, Chair of the Academic Affairs Committee (AAC), to provide a report<sup>2</sup> to Council members on its business. Professor Poë provided an overview of items that the AAC had considered and the decisions made within the last year. These included the addition of 84 new undergraduate courses, new requirements for program entry for the Masters of Forensic Accounting, a combined degree program for the BA and BSc with the

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<sup>2</sup> The presentation is attached as Attachment B.

Masters of Teaching at the Ontario Institute for Studies in Education, and a change in credit/no credit option. Professor Poë noted that the undergraduate curriculum cycle had been altered so that curriculum proposals would be submitted for AAC consideration three times throughout the academic year, rather than once in the fall semester. The Committee had also considered and recommended changes to the divisional teaching guidelines and a Masters in Urban Innovation.

Professor Poë explained to members the process surrounding external reviews and summarized the findings of the reviews for the Departments of Chemical and Physical Sciences, History and Management. She noted that strategic topics for information relayed to the Committee including presentations on the UTM Academic Plan, Experiential Learning initiatives, Program Plans at UTM, the partnership of the Blackwood Gallery and City of Mississauga, and an overview of mental health initiatives. She remarked that Professor Shashi Kant presented an update of the Sustainability Pathways Working Group prior to the completion of their work which allowed the Committee to provide input into the Group's final report. Professor Poë expressed her thanks to Professor Amrita Daniere, Vice-Principal Academic and Dean, the Secretariat and Committee members for their contributions in facilitating the work of the Committee.

In response to Professor Poë's comments regarding a need for changes in the governance system as it evolves, a member asked the Chair of Academic Affairs to elaborate on the nature of these changes. Professor Poë noted that one change which was already occurring was the change to the curriculum cycle. She added that more proposals and items should come for consideration to the Committee for consultation prior to their approval, and that term limits should be reduced from a maximum of 9 years to allow new members more opportunities to participate in governance.

## **5. Human Resources at UTM - New Initiatives**

The Chair remarked that this past fall, a major review of UTM's Human Resource services was undertaken and that a number of new initiatives had resulted from this review. He invited Susan Senese, Interim Chief Administrative Officer & Erin Jackson, Chief Human Resources Officer to present<sup>3</sup> an overview of these HR initiatives at UTM. Ms Senese informed members that there were many important HR technology initiatives planned for the University under Cathy Eberts, Director of Enterprise Applications and Solutions Integration (EASI) and that her team would be holding smaller sessions at UTM to engage with stakeholders about these technologies. Ms Senese went on to provide an update on the search for a UTM Director of Human Resources, noting that Erin Jackson had provided interim support for this role since January, and that she was leading the search for a replacement. Ms Jackson had engaged in two consultations with focus groups at the UTM campus regarding competencies for a new Director of HR, and hoped to have the new Director in place for September, 2018. Ms Senese thanked Ms Jackson for her support and valuable contributions.

Ms Jackson provided highlights to members regarding the Review of UTM's divisional HR unit. The presentation included the following points:

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<sup>3</sup> A copy of this Presentation is attached as Attachment C.

- The purpose of the review was to assess the satisfaction of clients with services received from the UTM HR team in light of a new vision statement; advise the Vice-President, HR & Equity and the interim CAO on strengths and challenges with the existing structure, and to provide insight into the competencies of the HR team.
- The process for the review included a variety of mechanisms to obtain information from stakeholders, as well as a review of job descriptions for each position within UTM HR, and comparisons of the UTM HR structure to that of other divisional HR offices.
- The consultations led to the identification of concerns and successes that were then grouped into recommendations in six key areas:
  - *Compensation*: Concerns surrounding job evaluations had come up consistently throughout the review, and it had been flagged as an area that required further investigation. Currently HR was in the process of reviewing other divisions with high volume of job evaluations and their practices.
  - *Recruitment*: This was an area of high need for managers and had heavy HR Consultant involvement throughout the process. Managers felt that candidate pools may be a poor reflection of the diversity of Mississauga and Ms Jackson noted that it was a priority for Human Resources staff, across all three campuses, to ensure that the University was attracting, recruiting and maintaining diverse staff.
  - *Partnerships/Client Relations*: There were a number of stressors identified in this area, including an insufficient understanding of the client's business and related complex processes.
  - *Labour Relations*: The review pointed to a lack of labour relations expertise and Ms Jackson noted that training was about to begin across the team in this area. She added that UTM had the highest number of grievances at the University.
  - *Training & Development*: Managers expressed a high need for more proactive offerings. Several initiatives were in place to develop relevant programming.
  - *HR Structure & Culture*: There had been an imbalance of workload leading to role confusion within the team which was currently being corrected.

A member asked whether the costs associated with the required transformations, such as training and the process of digitization, had been considered during the review. Ms Jackson responded that most of the digitization technologies that would be used would leverage existing enterprise systems, such as ServiceNow, and that any additional costs would be approved through the Chief Administrative Officer.

A member asked if there had been any efforts made to rethink processes altogether, prior to going paperless, in order to streamline workflow and find efficiencies where possible. Ms Jackson noted that central HR was currently reviewing processes such as job designs to become more nimble in their response to clients, and that this would also be a priority for the new Director.

In response to a member asking for clarification on how HR would become a strategic business partner, Ms Jackson explained that central HR was designed to provide general subject matter expertise whereas the 13 divisional offices would implement HR services at the local level. This would require settling grievances and ensuring that job descriptions align with clients' needs, and to empower the recruiting decisions of managers. She added that as a strategic business partner,

divisional HR services would build intimate relationships with their clients, advise on workplace culture and assist with onboarding.

Ms Jackson continued her presentation to provide a brief update on the review of the Organizational Development and Learning Centre (ODLC). The Review Committee consulted fully across the University including affinity and equity groups, and reviewed a significant amount of material beyond the University by looking to peer institutions, consulting, banking and public sector industries. The review found that there was an operational need to create annual and multi-year programming and increased consultation on courses many of which were underutilized. For programming, there was a need to improve career pathways and senior leadership development, accessibility of programming and to modernize technology. The Review Committee had compiled a list of short and long term recommendations, which included diversifying learning delivery methods, the development of an organizational staff competency model, development of a career development program and an emerging leaders program, and the implementation of an enterprise-wide learning management system. Ms Jackson noted that the VP, HR & Equity, Professor Kelly Hannah-Moffatt had established a senior advisory council that would provide guidance over the next several years on these initiatives and that a consultant had been engaged to search for a new ODLC Director.

## **6. Major Capital Projects Update**

The Chair invited Susan Senese, Interim Chief Administrative Officer again to provide<sup>4</sup> an overview of major capital projects at UTM. Ms Senese noted that the Strategic Investment Fund projects were near completion and included projects such as a fume hood renewal, electrical remediation, back-up power and research lab renovations. She also provided examples of projects, which had been considered by Council and were under construction within the Greenhouse Gas Reduction Program.

Ms Senese noted that the North Building Phase B project had been several weeks behind schedule, but that it was now making up time and was on track for substantial completion in May, 2018 and full occupancy in June, 2018. The project was also tracking on-budget. She noted that the building would add significant event space and 30 classroom spaces, including active learning classrooms.

Ms Senese noted that the Davis revitalization project was under construction with a target completion date of July, 2019 and that the Science building was currently in the design phase, with a target occupancy date of December 2021.

In response to a member's question regarding timelines for the start of construction on the front entrance of the Davis building and change in transit pick-up and drop-off locations, Ms Senese noted that this information would be shared with the UTM community as it became available.

## **CONSENT AGENDA**

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<sup>4</sup> A copy of this presentation is attached as Attachment D.



On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 9 - Report of the Previous Meeting, be approved.

7. **Report on UTM Capital Projects** – as at February 28, 2018 (for information)
8. **Reports for Information**
  - a. Report 29 of the Agenda Committee (April 10, 2018)
  - b. Report 28 of the Campus Affairs Committee (March 29, 2018)
  - c. Report 26 of the Academic Affairs Committee (March 28, 2018)
9. **Report of the Previous Meeting:** Report 28 of the UTM Campus Council – March 8, 2018
10. **Business Arising from the Report of the Previous Meeting**
11. **Date of the Next Meeting** – Tuesday, May 29, 2018 at 4:10 p.m.

The Chair reminded members that the next meeting of the Council was scheduled for Tuesday, May 29, 2018, 2018 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

## 12. Question Period

There were no questions.

## 13. Other Business

The Chair noted that Professor Poë would not be at the last meeting of Campus Council, and wished to take this opportunity to acknowledge her service to governance as she ended her term on Campus Council. The Chair noted that Professor Poë had served five years as a teaching staff representative on Campus Council, during which time she had been the Chair of the Academic Affairs Committee, leading its agenda planning body, while also serving on the Council Agenda and Nominating Committees. Professor Poë had long been involved in university administration and governance, serving as interim chemistry department chair, chairing the Erindale College Council and serving on the Academic Board. Professor Poë's contributions and leadership in governance were far reaching, before the establishment of the Campus Council and its bodies, serving on the Governance Review Committee where she provided advice on the implementation of the new structure in 2013. The Chair conveyed the University's gratitude for her time and commitment to governance, and for her strong leadership as these bodies become more well-established.

The Chair and members also acknowledged and thanked Ms Mariam Ali, Governance Coordinator, for her service to the University over the past five years, as she was leaving UTM to pursue other opportunities.

There were no other items of business.

The meeting adjourned at 6:23 p.m.

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Secretary  
April 26, 2018

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Chair



UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA

# UTM STUDENT INTERNATIONAL MOBILITY

**Dale Mullings**, Assistant Dean, Students & International Initiatives

## UTM Student International Opportunities

- ✓ Course-Based Exchange
- ✓ UTM Abroad
- ✓ UTM Study in Florence Program
- ✓ Additional UofT Opportunities
  - Arts & Science International Course Modules (ICMs)
  - Woodsworth College Summer Abroad
  - Professional Year Experience

**IEC** International  
Education  
Centre



# International Exchange Programs

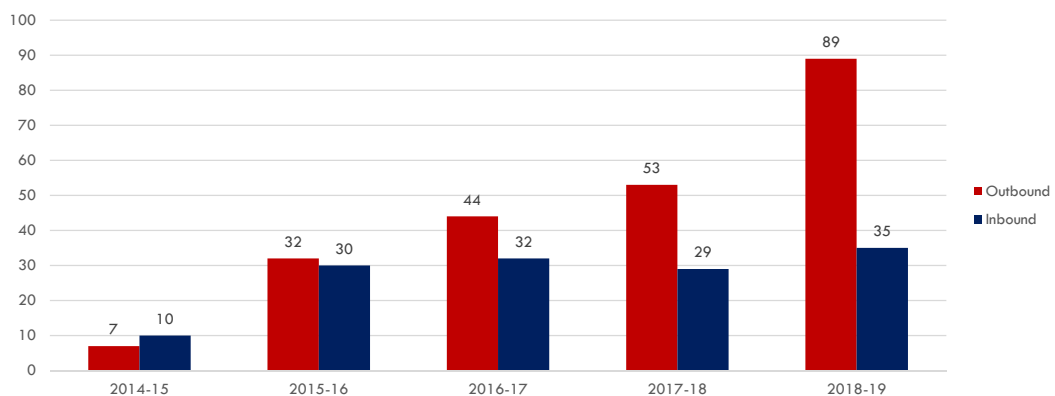
## Exchange

The Who, What, Where, When & Why...



# International Exchange Participation

UTM Student Exchange Participation



# UTM Abroad

## Co-Curricular Experiences 2018-19

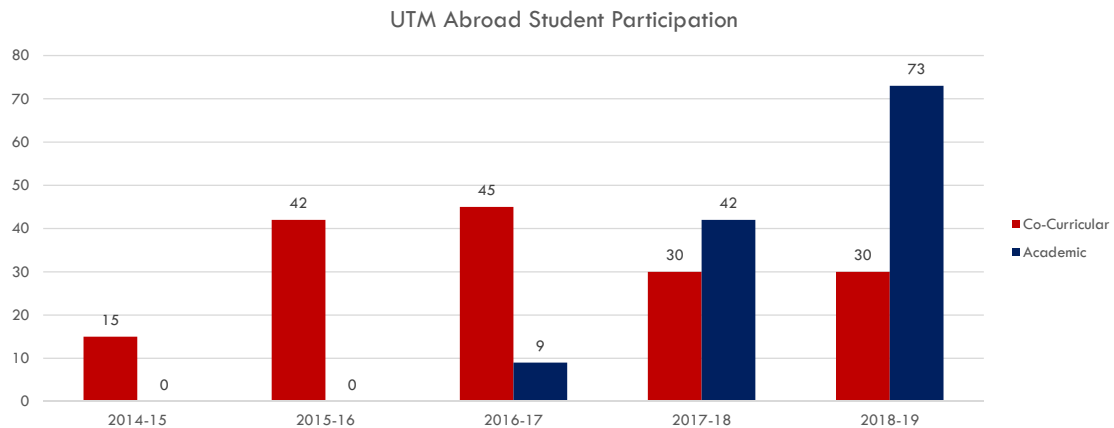
1. **Fair Trade & Social Justice** (Guatemala)
2. **TBD** (formally Fundamentals of Human Anatomy and Physiology – Peru)

# UTM Abroad

## Academic Experiences 2018-19

1. EDS388H5S: **Experiential Learning Opportunity within the Weifang, Shandong Province** (China)
2. SOC382H5F: **Genocide and Memory** (Germany & Poland)
3. ENG335H5F: **Jacobean Drama** (England)
4. ANT399Y5: **Aniu Identity and Human Ecology** (Japan)
5. RLG415H5S: **Religion and Death** (Hong Kong)
6. UTM290H5S **Across the Atlantic and Back: A History and Ecology of Exploration, Conquest, and Exchange from 1492 to Now** (Dominican Republic)
7. BIO210Y5 **Fundamentals of Human Anatomy and Physiology** (Peru)

# UTM Abroad Participation



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# UTM Student Participation Abroad

## How Does Our Student Participation in International Mobility Compare in 2016-17?

1. National Average **2.3%** of University Students
2. UofT Average **19%** of Graduating Class
3. UTM Average **16%** of Graduating Class

Goal to raise to **30%** by 2022.

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# Internationalization At Home

## How Are We Supporting Internationalization on Campus?

1. Existing **Global Perspectives** co-curricular initiatives
2. Expanded programming to encourage **Global Citizenship**
3. New IEC services to support **New Canadians**, including immigrants, refugees and other newcomers

# Future Initiatives

## What's Next?

1. UofT Learning **Abroad Database**
2. **Work Integrated Learning** Opportunities Abroad
3. **Global U** Initiative

# Questions & Comments

**Dale Mullings**

Assistant Dean, Students & International Initiatives

[dale.mullings@utoronto.ca](mailto:dale.mullings@utoronto.ca)

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**BUSINESS CONSIDERED**

- **Minor Undergraduate Curriculum Changes (389 pages)**
  - HUM: -16, +76; ENG, FAH, HIS, LAN, REL
  - SCI: -6, +24; ANT402H "Wild Nights", CPS400Y "Internship", ERS
  - SSC: -24, +31; ICCIT courses in Social Coding

New System for submitting changes in Feb., Apr. and Oct.

- HUM: +16; South Asian History of Religions, 9; ENG, group options
  
- **New Programs/Fields:**
  - Combined Degree Program: UTM B.Sc./B.A. + OISE M.T.
  - Master of Urban Innovation
  - M. Biotech. - Digital Health Technologies
  
- **New Requirements for Program Entry:** MMPA, MFAcc

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## BUSINESS CONSIDERED

- Change in CR/NCR option
- Divisional Teaching Guidelines
- External review of academic departments:
  - Chemical and Physical Sciences
  - History
  - Management

## REVIEW PROCESS

- Preparation of a self-study by the Chair in consultation with faculty, students and administrative staff.
- Two external reviewers visit the campus, assess the quality of activity within the Department, make recommendations for improvement and raise any significant areas of concern.
- Dean prepares a response to the review.
- Review and Dean's response are considered by AP&P, a subcommittee of Academic Board, which determines if recommendations and concerns are being adequately addressed and if a follow up report is needed.

## REPORTS FROM SENIOR ADMINISTRATORS

- UTM Academic Plan – Prof. Amrita Daniere
- Experiential Learning – Prof. Michael Lettieri
- Research Initiatives – Prof. Bryan Stewart

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## STRATEGIC TOPICS

- Program Plans
- UTMSU Activities and Interests
- Blackwood Gallery & City of Mississauga Project Partnership
- Overview of Mental Health Initiatives
- Opportunities for Leadership in Sustainability

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## ANNUAL REPORTS FOR INFORMATION

- Annual Report on the Library
- Committee on Standing
- Academic Appeals
- Academic Integrity

## THANKS TO THOSE WHO FACILITATE THE WORK OF THIS COMMITTEE

- Vice-Principal Academic and Dean, Amrita Daniere
- Governing Council Secretary, Sheree Drummond
- UTM Director of Governance, Cindy Ferencz Hammond
- Secretary to the Committee, Miriam Ali
- Committee Members

# Human Resources at UTM April 2018 Update

Susan Senese, Interim Chief Administrative Officer

## Agenda:

1. HR Technology Initiatives
2. Update - UTM Director of Human Resources
3. UTM HR Review
4. ODLC Review

# HR Technology Initiatives

## HR Technology Plan for the University

- HR Reporting and Analytics Centre of Excellence
- Launch new Document Management Sites for HR Division
- Launch AskHR Service Desk (ServiceNow for HR)
- ESS/ MSS Leave Requests
- ESS/MSS On-line Benefits Enrolment
- Roll-out Kronos Time and Attendance Software
- Incident Management and Workplace Safety Software
- Consistent Job Description and Posting
- Recognition Program Application – True Blue
- Academic Administrative Appointment Process
- Research and Study Leave Calculator
- Staff Learning Module

# UTM - HR Update

## ○ UTM Director of Human Resources

- Lynda Collins Retirement January 2018
- Interim Support - Erin Jackson, Chief Human Resources Officer, Division of HR & Equity
- New HR Director Search
  - Focus Groups
  - September 2018 start

# HR Review

Erin Jackson, Chief HR Officer

## UTM HR Review - Purpose

- Assess the satisfaction of clients with the services received from the UTM Human Resource Services team, in the light of the new UTM Vision Statement
- Advise the Vice-President, HR & Equity and the Chief Administrative Officer, UTM on the strengths and challenges existing within the current HR structure
- Provide insight as to the competencies across the HR team - areas of strength as well as development - as well as any adjustments required in order to support a strategic and service-first HR function for UTM



## Process Overview

- A variety of mechanisms to obtain information from stakeholders were used for this review:
  - 32 hours of **in-person interviews** (with cross-section of **administrative** and **academic** clients)
  - **Electronic survey** to sample population of faculty and staff (response rate: **80%**)
- The review included an analysis of the job descriptions for each position within UTM HR, as well as the structure and general activities of the office in comparison to other DHROs

## Highlights & Themes

- Consultations with faculty and staff at UTM identified both concerns and successes:
  - A perception that the availability of HR resources has not kept pace with UTM's growth
  - HR is generally **accessible, and responsive**, though a heavy emphasis on frustrating, paper-based documentation was perceived as slowing processes
  - Both central and divisional HR staff are seen as **barriers** to accomplishing business objectives
  - HR is not viewed as functioning at a strategic level as a full business partner
  - Interest in having a dedicated **Labour Relations presence on-site**
  - Improvements are required in HR's **understanding of equity and diversity issues**
  - Need for local and University-wide programs and systems to **support existing and emerging managers**, with a particular emphasis on new academic managers



## Recommendations: Compensation

1. Where there is a perception of inequity between job ratings at UTM and elsewhere, the development of a list by UTM HR and an independent analysis of comparators across tri-campus roles would help to inform an appropriate action plan and central response to these concerns.
2. Initiate a discussion with UTM HR and Compensation regarding efficiencies that could be implemented within the existing HR structure to speed up the SESU and PM job evaluation processes.
3. Provide training to managers on the processes that support job evaluation, so that the various steps and timelines are transparent and roles and responsibilities are clearly articulated
4. Provide training to managers on job design and confirm expectations that the suite of services provided by HR includes support to their clients in this regard
5. As part of job rating meetings, in order to ensure that their clients are well-served and that the operational needs of UTM are met, HR staff at UTM must develop a compelling narrative as part of an ongoing commitment to who UTM is as the western campus of our tri-campus University.

## Recommendations: Recruitment

1. Review recruitment processes and protocols with HR staff and how this fits in the context of interviewing (and hiring) the most qualified candidate.
2. Consult Integrated Recruitment on strategies to market UTM as an employer of choice and to better leverage existing channels used by other HR Divisional Offices.
3. Structure additional outreach efforts (e.g., job fairs) and targeted outreach during the recruitment process to improve representation rates of applicants from designated groups.
4. Provide proactive and customized support to clients, including obtaining a clearer understanding of duties and required qualifications for positions and anticipating next steps (e.g., developing rationales for declined internal USW candidates)
5. Provide training to managers on recruitment best practices, empowering them to lead recruitments independently, thereby also increasing capacity for HR staff to focus on more strategic HR services for their clients.

## Recommendations: Partnerships / Client Relations

1. Discuss business needs with clients and work creatively and collaboratively to find solutions that are consistent with University policies and collective agreements (e.g., reorganizing, eliminating or creating roles).
2. Provide context and information when providing explanations to clients where the client's desired outcome is not possible, instead of just saying "no". HR staff need to explore all reasonable alternatives.
3. Provide training, as required, for HR staff on best practices with respect to reorganizations and change management and with respect to organizational change (USW) specifically.

## Recommendations: Labour Relations

1. Clarify the delineation of duties between HR and LR – where it is appropriate for HR to handle LR issues independently and when to involve Central LR (note that there may be some training required for HR in this regard).
2. Further to in-depth training of HR staff on roles and responsibilities related to LR, monitor LR issues and their resolution over a period of 6 months to 1 year, in order to decide if further support may be needed (e.g., dedicated LR presence on campus).

## Recommendations: Training & Development

1. Develop 'bread and butter' suite of training sessions for managers, to be piloted at UTM, including regularly offered training focussed on job design, attendance management, equitable recruitment, managing within a unionized environment, etc.
2. Led by Central HR, develop a training plan and development program for HR staff, including job evaluation, coaching/discipline, and org/job design. This may also include a more formal development program, including 360 Reviews and coaching.

## Recommendations: HR Structure & Culture

1. Analyze workload to determine whether sufficient resources exist within the unit, and whether those resources are allocated appropriately between teams.
2. Develop in-depth training programs for UTM HR staff to bring their overall skill set closer to those found in other Divisional HR offices.
3. Ensure that HR staff at UTM understand where it is appropriate for them to handle requests independently, and where they should be consulting more broadly.

# HR2020

## Forces of Change



## Vision: HR2020



# Questions & Discussion....

# ODLC Review

Erin Jackson, Chief HR Officer

## ODLC Review mandate

- The mandate of the Organizational Development and Learning Centre Review Committee is to gather input on employee satisfaction with the current services delivered, to conduct a needs assessment and to document the approaches being taken by peer institutions. The Committee will provide a report with recommendations to the VP, HR & Equity.

## Findings: Operational & Programming

### Operational

- Need for annual or multi-year Strategic/Operational planning
- Need to develop established Key Performance Indicators (KPI's)
- Course capacity is underutilized - participation at 25% of target groups (C/PM/USW)
- Need for increased consultation in ODLC Curriculum planning
- Extensive reliance on external consultants for course delivery

### Programming

- Career Development – lack career pathways and training for senior leadership
- Accessibility & Support – programming needs to be more accessible, tri-campus
- Technology – Modern, personalized and measurable

## Recommendations

### Short Term:

- Ensure continuous learning and staff development is identified as a top priority for the University
- Offer diverse learning delivery methods

### Long Term:

- Develop an organizational staff competency-model that is aligned with the University's strategic vision and business/operational requirements.
- Develop a career development program that supports all employee groups in their career growth
- Implement an enterprise-wide learning management system
- Broaden senior leadership development.
- Develop an emerging leaders program.



## First steps....

- Project Framework
  - Senior Advisory Council
- Recruit for new Director
  - Consultation on Competencies

# UTM MAJOR CAPITAL PROJECTS: Status Report

UTM Campus Council  
April 18, 2018

## Major Capital Projects

- Level 2 ( \$5-20 Million)
  - Strategic Infrastructure Fund (SIF) Projects
  - Robotics
  - Greenhouse Gas Reduction Program (GGRP)
  
- Level 3 ( \$20+ Million)
  - North 2
  - Davis Building - Phase 2
  - Science Building



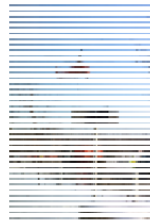


## SIF PROJECTS

### SIF Laboratories & Lab Infrastructure UL4

- ❑ Original submission \$17.1M
- ❑ Grant amount 50%
- ❑ 1 Year to implement
- ❑ Status: 99% complete

- ❑ SIF A Wing Fume Hood renewal
- ❑ SIF Electrical Remediation
- ❑ SIF DV A Wing HVAC
- ❑ SIF Backup power
- ❑ Research lab reno



## Slide 4

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**JL4** Not sure what these images illustrate  
Joseph Leydon, 22/03/2018

## (SIF) 3rd Floor Medicinal & Molecular Lab

- ❑ Completed in three phases (occupied floor)
- ❑ Designed for 4 Principal Investigators
  - Organic CHM complete and occupied
  - Two BIO complete and occupied
  - One BIO in progress (April completion)

*before*



*after*



## (SIF) 1st FLOOR BIOLOGY & FISH LAB

- ❑ Large laboratory over 460nasm
- ❑ Designed to support three functions
  - Specialized fish research facility
  - Molecular Biology – four new hires
  - Expansion of Cell Culture & Microscopy Suites

*before*



*after*



## GGRP Greenhouse Gas Reduction Program

- ❑ Governing Council Approval – Dec 14, 2017
- ❑ Program submission \$24M
  - Single Year Innovation
  - Multi Year Innovation
  - Retrofit Grant
  - Loan Fund
  - UTM Operating



### Project examples:

- ❑ HVAC improvements (campus wide)
- ❑ Hot water (Student Center, DV, OPH)
- ❑ Solar parking (CCT garage)
- ❑ Window replacement (DV)



## GGRP Greenhouse Gas Reduction Program

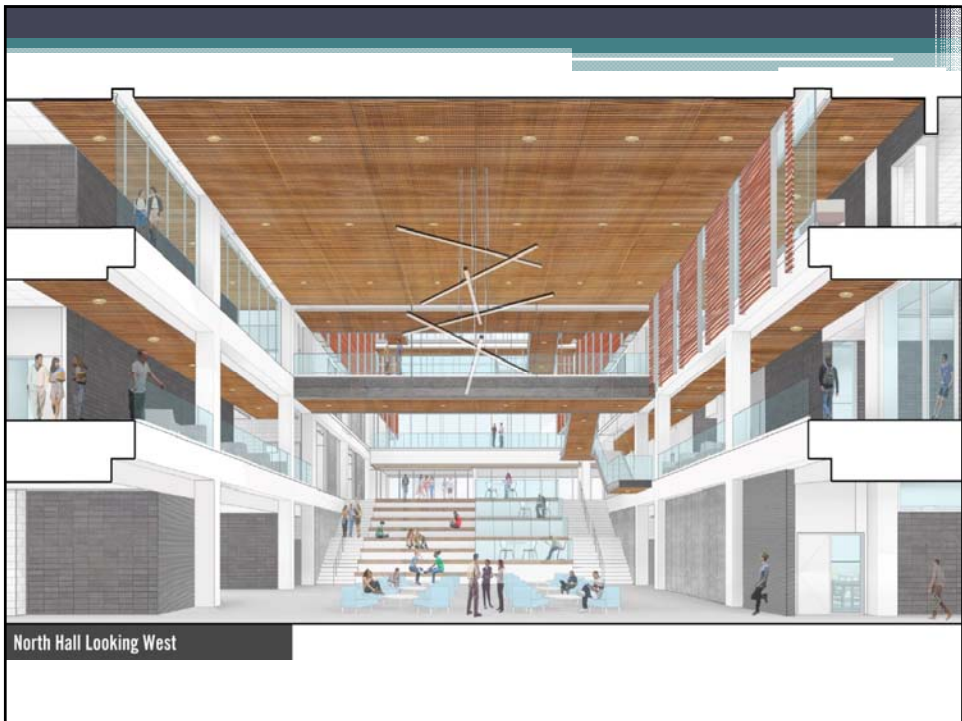
Building	Project Name	Type	Project Value	Status	Completion Date	Funding Source
CCT	(GGRP) VFD Replacement	Infrastructure	450,000	In progress	April, 2019	Retrofits Grant
Kaneff	(GGRP) RTU Replacement Phase I	Infrastructure	750,000	In progress	April, 2019	Retrofits Grant
RAWC	(GGRP) HVAC & Solar Retrofit	Infrastructure	4,500,000	In progress	April, 2019	Single Yr. Innovation
Davis BC	(GGRP) HVAC Retrofit	Infrastructure	3,000,000	In progress	April, 2019	Single Yr. Innovation
Kaneff	(GGRP) RTU Replacement Phase II	Infrastructure	1,000,000	In progress	April, 2019	Single Yr. Innovation
Campus Wide	(GGRP) Real Time Energy Dashboard	Infrastructure	100,000	In progress	April, 2019	Retrofits Grant
Alumni House	(GGRP) Heating & DHW Boilers Retrofit	Infrastructure	220,000	In progress	April, 2019	Retrofits Grant Loan Fund
Davis	(GGRP) Windows Upgrade	Infrastructure	1,600,000	In progress	April, 2021	UTM Operating
CUP	(GGRP) Chiller Retrofit and Optimization	Infrastructure	4,000,000	In progress	April, 2021	Multi Yr. Innovation
Student Centre	(GGRP) RTU and DHW Replacement	Infrastructure	500,000	In progress	April, 2021	Multi Yr. Innovation
Erindale Hall	(GGRP) Chiller, Heating & DHW Boilers Retro	Infrastructure	750,000	In progress	April, 2021	Multi Yr. Innovation
O.P. Hall	(GGRP) Heating & DHW Boilers Retrofit	Infrastructure	850,000	In progress	April, 2021	Multi Yr. Innovation
Davis ABCD	(GGRP) DHW Instantaneous HX	Infrastructure	100,000	In progress	April, 2021	Multi Yr. Innovation
Erindale Theatre	(GGRP) RTU Retrofit	Infrastructure	400,000	In progress	April, 2021	Loan Fund
CCT	(GGRP) Parking Solar Thermal	Infrastructure	6,000,000	In progress	April, 2021	Multi Yr. Innovation
			<b>24,220,000</b>			

## IN PLANNING: ROBOTICS

- Flying lab
- Ground vehicles lab
- Computational lab
- Storage space
- Offices for faculty/graduate students
- Office support space

## Nearing Completion: NORTH2

- Design-build: Stuart Olson/Perkins Will
- \$121.2 million (Const. = \$89m)
- 10,247 nasms (220,595 gross square feet)
- Offices & Research Space
  - English & Drama
  - Sociology
  - Political Science
  - Philosophy
  - Language Studies
  - Historical Studies
- Classrooms & Study Space
- Facilities Management & Planning
- Special Event Space





## North2 STATUS

- Substantial Completion: May 15, 2018
- Partial Occupancy: June 4, 2018
- Full Occupancy: June 25, 2018
- Completion: July 21, 2018
- Currently: on schedule
- Tracking On-budget

## North2 STATUS



## North2 STATUS



## North2 STATUS





## North2 STATUS



## IN CONSTRUCTION: DAVIS2

- First approved-in-principle as phase of Davis re-development in 2006
- A new “living room” for the campus:
  - Seating for 1,000; permanent food court;
  - 920sm new space + 2,814sm renovated
  - New front/main entry to Davis
  - Revised drop off + transport hub

## IN CONSTRUCTION: DAVIS2

- Governance Approval - Oct 26, 2017
- Detailed Design - Completed
- Design Architect - Moriyama/Teshima
- Demolition Underway - Phased
- Award Construction: March, 2018 - completed
- New Food Court: September 2018
- Full Occupancy: July, 2019

## PROJECT SCOPE

Renovations Include

Existing Space

Former Office of  
the Registrar Space

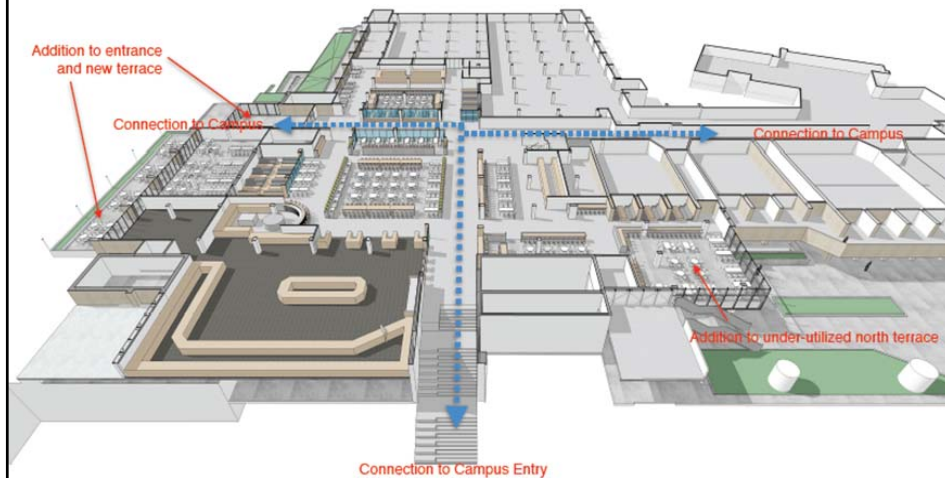
Exterior Elements:  
Main Entrance &  
Back Terrace

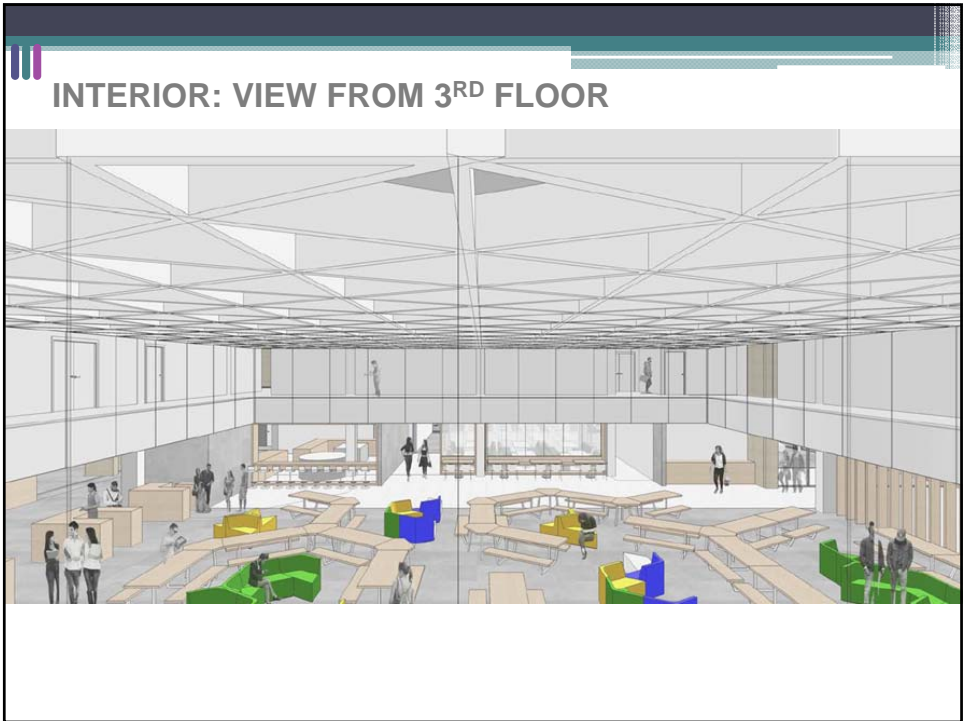
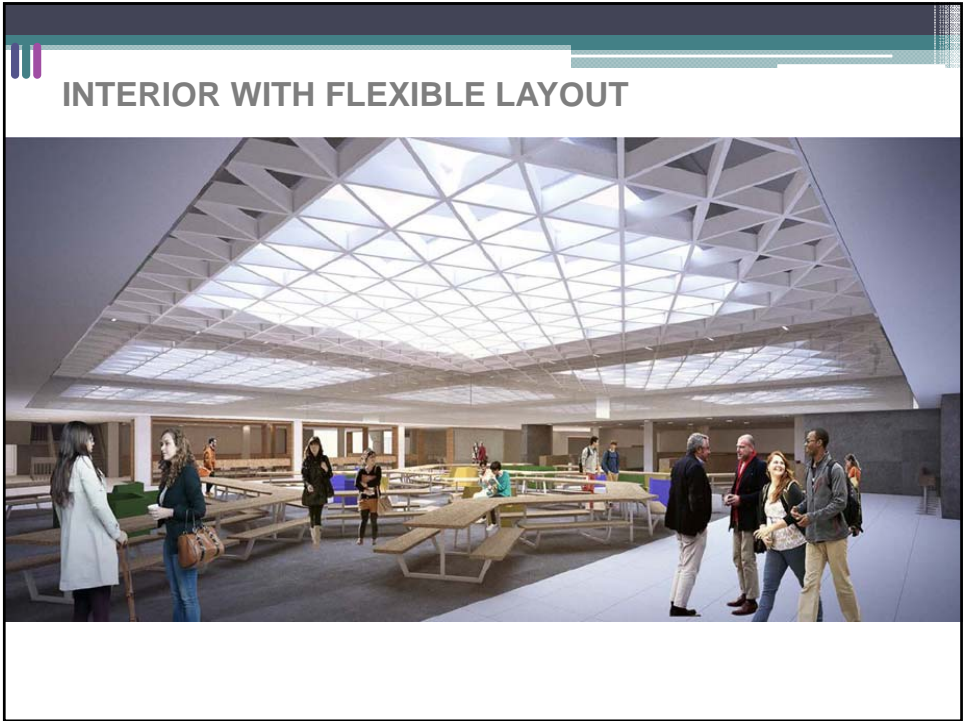
Total of 3618 gsm  
(2490 nasm)

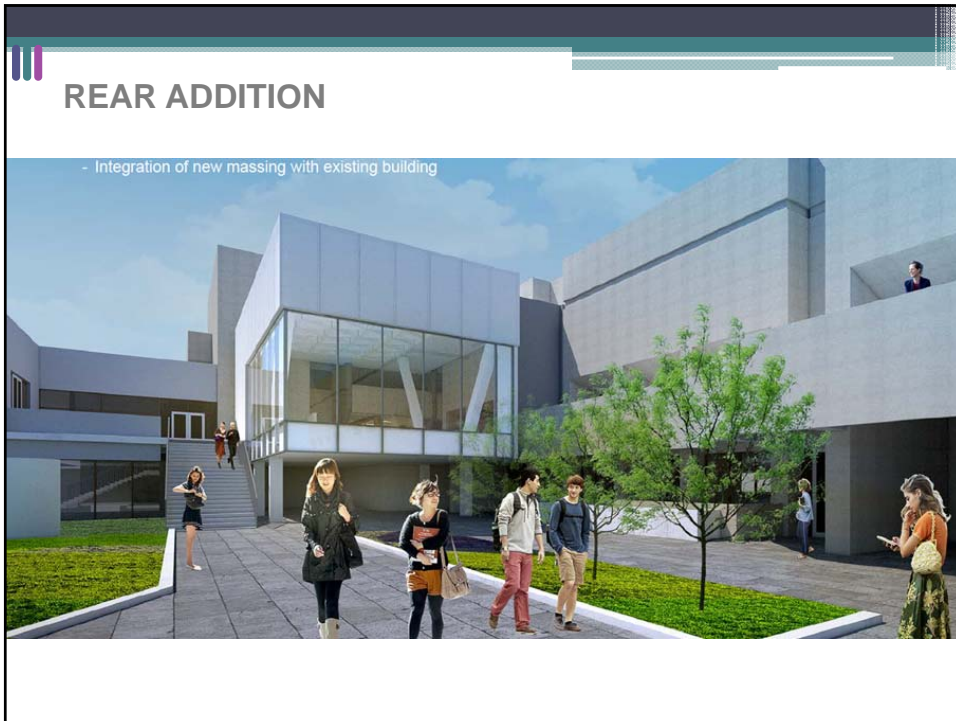
# NEW FRONT of DAVIS



## PROPOSED DESIGN



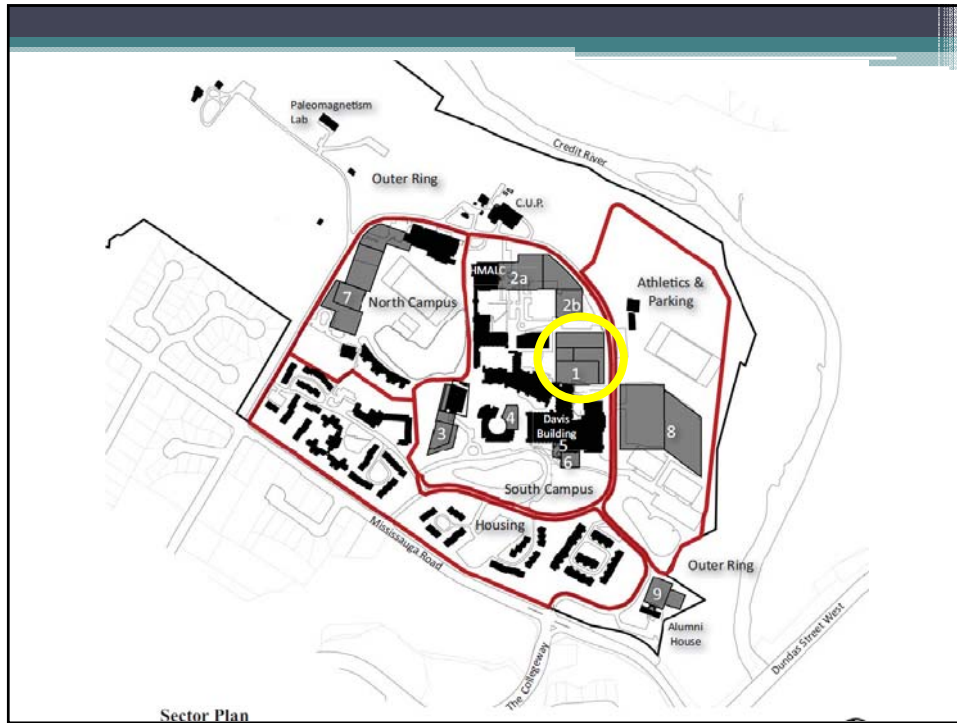




## IN DESIGN: SCIENCE BUILDING

- 15,476 gsm (166,582 gross square feet)
- Largest Capital Project at UofT
- Centre for Medicinal Chemistry
- Wet research lab cluster
  - CPS/Bio/Forensic Sciences
- Research Computing Data Centre
- Facilities Support Space





## SCIENCE BUILDING: TARGETS/STATUS

- Governance Approval: December 14, 2017
- Architect Awarded: March 2018
  - [Kieran Timberlake](#)
- Design: Summer/Fall 2018
- Award construction: Fall 2019
- Occupancy Target: December 2021