



**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 2 OF THE CAMPUS AFFAIRS COMMITTEE**

NOVEMBER 11, 2013

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on November 11, 2013 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Dr. Joseph Leydon, Chair
Mr. Nykolaj Kuryluk, Vice-Chair
Professor Deep Saini, Vice-President & Principal
Ms Zoë Adesina
Ms Noura Afify
Mr. Rishi Arora
Dr. Lee Bailey
Ms Melissa Berger
Mr. Arthur Birkenbergs
Mr. Jeff Collins
Mr. Paul Donoghue, Chief Administrative Officer
Mr. Warren Edgar
Professor Hugh Gunz
Mr. Hassan Havili
Ms Donna Heslin
Ms Melissa Holmes
Professor Amy Mullin, Vice-Principal Academic and Dean
Ms Jennifer Nagel

Mr. Mark Overton, Dean of Student Affairs
Ms Judith Poë
Mr. Bilal Sandeela
Professor Jumi Shin
Ms Amber Shoebridge
Dr. Gerhard Trippen
Professor Anthony Wensley

Regrets:

Ms Elaine Goettler
Ms Jess Mann
Mr. Moe Qureshi
Professor Luisa Schwartzman
Ms. Soaleha Shams

Non-Voting Assessors:

Ms Christine Capewell, Director, Business Services

In Attendance:

Ms Melissa Theodore, Vice-President External, UTMSU
Len Brooks, Director, DIFA (Diploma in Forensic Accounting), Director, MMPA (Masters of Management and Professional Accounting)
Professor Angela Lange, Director of Research, Biology
Professor Sasa Stefanovic, Interim Chair, Department of Biology

Secretariat:

Mr. Louis Charpentier, Secretary of Governing Council
Ms. Cindy Ferencz Hammond, Director of Governance
Ms. Mariam Ali, Committee Secretary
Mr. Jim Delaney, Acting Secretary of Governing Council

1. Chair's Remarks

Since this was the first time that the Committee considered capital projects, the Chair explained the established process by which capital and infrastructure renewal project reports were brought forward and the appropriate governance paths.

He also explained that the consideration of capital projects would be divided into two components: all discussion regarding non-financial aspects of the project would be considered in open session, while financial details such as projected total projects costs would be discussed *in camera*. The Chair emphasized that in keeping with the governance principles of openness and transparency, once the bids for the project were received and finalized complete documentation would be made publicly available.

The Chair also spoke to a matter discussed during the orientation session of the Committee, regarding the Committee's and the Campus Council's respective responsibilities with regard to the budget as outlined in the Terms of Reference. Following careful consideration of this provision in the Terms of Reference, involving the Chair of the Governing Council, and the UTSC and UTM Campus Council Chairs, in consultation with the President, the Vice-President and Provost, and all of the other Vice-Presidents, it was decided to defer implementation until 2014-15. The intent was to allow further thought and careful analysis of the implications for both governance and administrative processes and to ensure that implementation respects the separate and distinct responsibilities of each. One aspect of the new process which would proceed for this year, however, was the presentation of the University's proposed Operating Budget (highlighting the campus' budget) by the Vice-President, University Operations, to the Campus Council in the spring.

2. Presentation on the Student Services Plaza

The Chair invited Mr. Paul Donoghue, Chief Administrative Officer and Mr. Mark Overton, Dean of Student Affairs to present an overview of the Student Services Plaza, also referred to as the William G. Davis Building: Phase 2 Redevelopment. Their presentation¹ included the following key points:

- A summary of the approval process for the consideration of Capital Projects: Level 2, and execution of the approved project
- Components of "Davis 2", which included a permanent food court, student services commons, student and community casual space, bookstore spirit shop, and funding permitting, an enhanced transit service area;
- Food court design would allow enhancements and additions to UTM's broad range of dining options
- Benefits of a student services commons, specifically:
 - A 'first stop' model that would allow quicker access to student services and improved referral abilities;
 - Effective triage function to allow students dealing with complicated issues;
 - Reduced stigma for referral to particular services; allows for multiple service options and exposure to available resources;
 - Rejoining fractured student services;
 - Once completed, frees up existing spaces for reallocation
- Anticipated governance timeline for the project was 2014, guided by a U of T Project Committee with appropriate consultations with UTM community and stakeholders.

¹A copy of the Student Services Plaza Presentation is attached as Attachment A.

In response to a member's question, Mr. Overton said that there was discussion at the Project Committee level regarding a convenience store, however currently that service was provided in Oscar Petersen Hall.

A member raised concerns regarding centralization of student services, and whether this would make it more difficult for students to access services taking into consideration anticipated growth in the student population. Mr. Overton responded that the aim of the project was to allow students greater access and awareness by concentrating services in one central location. He added that the concentration of resources would also create increased efficiencies.

A member asked if it was possible to include the Student Centre expansion in the William G. Davis Redevelopment project. Mr. Overton responded that the two projects, although complementary in some service aspects, were not planned to be implemented as a combined capital expansion project.

In response to a member's question, Mr. Donoghue indicated that current services could not be shut down during construction, explaining that the construction was scheduled to be completed in phases so as to cause the least inconvenience.

A member asked if student rooms or group study spaces would be made available in this building, to which Mr. Overton responded that the project committee would consider this in conjunction with other projects occurring on campus.

A member asked whether the Campus Affairs Committee would be getting regular updates on this project. Mr. Donoghue responded that the project committee would include membership from various estates of the UTM community and that similar to other capital projects in the appropriate range, the Project Planning Report would be submitted to the CAC for consideration. Regular reports would also be provided.

3. Establishment of an Extra-Departmental Unit C (EDU: C): Professional Accounting Centre (PAC), Institute for Management and Innovation (IMI)

The Chair invited Dean Amy Mullin to speak to the item. Professor Mullin advised members that the proposal was to establish an Extra Departmental Unit (EDU): C – Professional Accounting Centre (PAC) to be housed within the Institute for Management and Innovation (IMI), an EDU: B, effective January 1, 2014. The Centre would build on the strengths in the area of accounting at UTM and would engage faculty from all three campuses and beyond.

Professor Mullin indicated that the Centre's goal was to stimulate research on the issues facing professional accounting in the newly emerging world of merging functionality and globalization of standards and practice and to provide co-curricular opportunities for students of accounting. Faculty participants would be drawn primarily from the UTM Departments of Management, Sociology and Economics, as well as from the Rotman School of Management, and the Department of Management at the University of Toronto Scarborough (UTSC). She noted that accounting faculty as well as faculty from finance, economics, organizational behaviour, the sociology of work, and strategy, all did research of relevance to the Centre's activities. There would also be external community participants from the professional accounting community, securities markets and securities regulators, as well as from the legal community that served all of these.

In response to a question about how the proposed EDU-C would affect staffing, Professor Mullin responded that the exact nature of staff-related activities would be difficult to predict at this time, but that they would centre around event management and research.

In response to a member's question, Professor Mullin explained that EDUs were organized around emerging research and teaching areas that span disciplines and she described the four categories of EDUs.

A member asked what would be the benefit of an EDU-C for undergraduate students. Professor Mullin advised that there would be research opportunities available as part of undergraduate co-curricular activities.

In response to a member's question, Professor Mullin clarified that there were no fees associated with the unit as no courses would be offered.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the proposed establishment of the Professional Accounting Centre (PAC) as an Extra Departmental Unit C (EDU:C) to be based within the Institute for Management and Innovation (IMI), be approved, effective January 1, 2014.

4. Capital Project: Project Planning Report for the UTM Phase 4 of the Renovation of Biology Undergraduate Teaching Laboratories

The Chair invited Mr. Donoghue to present the item. Mr. Donoghue informed that members that UTM's first teaching laboratories were built almost 40 years ago and as a result they were outdated and inefficient. The Department of Biology wanted to ensure its students received a first-class, contemporary education that would reflect the modern field of biology and in order to achieve this, students required access to state-of-the-art laboratories equipped with technology and equipment that would enable the latest pedagogical approaches to biology education. He explained that the renovation was essential to maximize the utilization of the existing infrastructure and that it would support increased numbers of undergraduate, research-based master's and doctoral graduate programs, and would provide the updated infrastructure needed to support today's scientific teaching and research. Further, the proposed renovation would provide teaching efficiencies by creating two 48-seat laboratories. This would allow flexibility in the scheduling of larger class sections as well as the option of splitting the sections into smaller groups (12 to 24 students). The teaching laboratories would be relocated from the 1st to the 2nd floor of the William G. Davis Building. This move would allow Biology teaching laboratories to be located in a busy 2nd floor area thus vacating relatively quiet serviced space on the 1st floor for research.

In response to a member's question, Mr. Donoghue clarified that the entire lab would be used as assignable space. The proposed space program allocation of 598 nasm included the laboratory technician's office (33 nasm) on the 2nd floor and represented approximately the same area compared to the existing allocation 557 nasm of 1st floor teaching laboratories. Mr. Donoghue also noted that the external review of the Department of Biology that had been done in November 2010 and had noted issues related to both the quality and capacity of the existing laboratories and had pointed to the need to upgrade the teaching laboratories.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

1. THAT the Project Planning Committee Report for the Renovation of Biology Undergraduate Teaching laboratories at the University of Toronto Mississauga, dated November 1, 2013, be approved in principle; and
2. THAT the total project scope of approximately 598 gross square meters (approximately 598 nasm), be approved in principle, to be fully funded from Capital Reserves derived from the UTM Operating Budget.

5. Capital Project: Project Planning Report – Biology Greenhouse

The Chair invited Mr. Donoghue to present the item. Mr. Donoghue advised members that UTM currently had 169 net assignable square meters (nasm) dedicated to a greenhouse at the rooftop level of the Davis Building. The facility was an important support to both research and teaching. He noted that the following areas of research relied upon the facility: climate change; plant ecology; plant molecular systematics; plant taxonomy; molecular genetics; genomics and bioinformatics; and, insect neuroendocrinology. Undergraduate laboratories which use plant material supplied and maintained by the existing greenhouse were associated with many courses within the major and specialist programs in Biology.

Mr. Donoghue informed members that the greenhouse was managed by a full-time horticulturalist and operated with part-time staff and undergraduate volunteers. The existing greenhouse was original to the building (about 45 years old), and was beyond its expected service life, and was increasingly plagued by operational problems that rendered it unreliable. While recent investments in control, monitoring and operational systems had been made, such measures were seen as a stop-gap until a new facility could be built.

Mr. Donoghue spoke of the particularly important role the greenhouse played in supporting increasingly sophisticated research needs. Re-building the existing greenhouse on site had been considered and was not deemed an acceptable option. First, the greenhouse would have had to be taken out of service during the re-construction, thereby impacting both ongoing research and the supply of teaching materials. Second, re-building such a facility in the current rooftop location would be prohibitively expensive compared to a free-standing structure. Finally, Mr. Donoghue explained that the current location would not permit any significant increase in overall size to accommodate the increased needs already being experienced, let alone provide for future growth. Over the past five years, UTM had recruited six plant-oriented biologists and geographers and additional, similar recruitments were anticipated; all of which would build on important strengths at UTM on plant-based research. Mr. Donoghue emphasized, the increased demand on greenhouse space, coupled with the decay of the present facility, combined to create a critical need for a facility.

A member asked what would happen to the current greenhouse space, to which Mr. Donoghue responded that it would continue its operations and would be used for the production of teaching materials and then would be dismantled at a later date, once the new greenhouse is expanded.

A member enquired about the location of the greenhouse, noting it would mean that teaching materials would be in a different location from teaching laboratories. In response, Mr. Donoghue explained that there was much discussion regarding site selection at the project committee level, however provisions were made in the operating costs to include a vehicle to transport research

material to different areas of the campus. Mr. Donoghue also commented that the area proposed to accommodate the research greenhouse was occupied by an old orchard, with most of existing growth consisting of lower bushes and invasive species and that the proposal included a Species at Risk study by the Credit Valley Conservation Authority for the entire area of the North Campus. The proposal had been reviewed and endorsed by UTM's Grounds Monitoring Committee and the Space Planning & Management Committee.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

1. THAT the Project Planning Committee Report for the University of Toronto Mississauga Biology Greenhouse, dated October 31, 2013, be approved in principle; and
2. THAT the project scope to accommodate construction of the Biology Greenhouse at the University of Toronto Mississauga comprising 134 nasm of a green house space and 143 nasm of header house space, be funded from Capital Reserves derived from the UTM Operating Budget.

6. Assessor's Report

All assessors advised there was no new business to report.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 7- Report of the Previous Meeting, be approved.

7. Report of the Previous meeting: Report 1 – September 9, 2013

8. Business Arising from the Report of the Previous Meeting

9. Date of Next Meeting – January 8, 2014, 4:10 p.m.

The Chair reminded members that the next meeting of the Committee was scheduled for Wednesday, January 8, 2014 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

10. Other Business

There were no items of other business.

IN CAMERA SESSION

The Chair asked guests and non-voting assessors to leave the Council Chamber as members moved into *in camera* session.

The Committee moved *in camera*.

11. Capital Project: Project Planning Report for the UTM Phase 4 of the Renovation of Biology Undergraduate Teaching Laboratories – Financial and Planning Implications and Funding Sources

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the University of Toronto Mississauga Phase 4 of the Renovation of Biology Undergraduate Teaching Laboratories – Financial and Planning Implications and Funding Sources contained in the memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated November 4, 2013, be approved.

12. Capital Project: Project Planning Report for the University of Toronto Mississauga Biology Greenhouse – Financial and Planning Implications and Funding Sources

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the University of Toronto Mississauga Biology Greenhouse – Financial and Planning Implications and Funding Sources contained in the memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated November 4, 2013, be approved.

The Committee returned to open session.

The meeting adjourned at 5:35 p.m.

Secretary
November 18, 2013

Chair

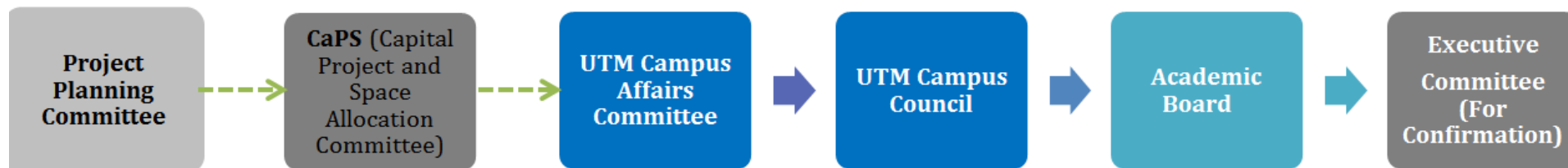
William G. Davis Building Phase 2 Redevelopment

UTM Campus Affairs Committee

November 11, 2013



Approval of Capital Project: Level 2 (\$3 - 10 million)



Execution of the Approved Project



Davis 2 Components

- **Permanent Food Court**

Relocate and expand food court options into more permanent locations.

- **Student Services Commons**

Establish a 'first stop' for students seeking support, backed by consolidated set of services that work together on complex student concerns.

- **Student & Community Casual Space**

Increase and enhance gathering space for individual and small group socializing, dining and relaxing.

- **Bookstore Spirit Shop**

Establish a more visible bookstore entry/presence and retail nook for UTM and U of T branded merchandise.

- **Transit Service Area**

Improve organization and flow for Mississauga Transit vehicles and passengers.

Food Court Considerations

- Existing Meeting Place and Registrar's Office spaces freed for conversion in 2014.
- 'Temporary Food Court' was designed and equipped for efficient relocation to a permanent setting.
- New setting will allow enhancements and additions to UTM's broadening range of dining options.



Benefits of a Student Services Commons

- **‘First stop’ model makes initial connections easier for students and for others providing referrals**

Students seeking support, along with instructors, teaching assistants, staff, and students’ peers and families can more quickly and confidently link students to experts and resources.

- **Allows more effective triage, linkages and staging to help students deal with complicated issues**

Co-locating services that frequently coordinate and cross-refer on complex student concerns will allow issues to be more quickly and effectively addressed.

- **Reduces stigma of being referred for particular types of help**

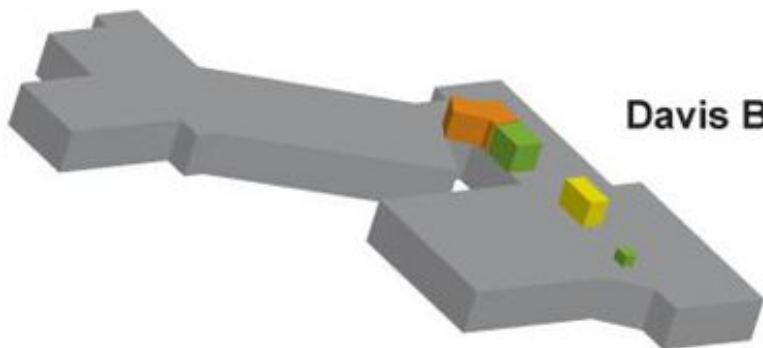
Students may feel more comfortable seeking support and resources from personal counsellors, disability advisors and health educators when those individual services’ spaces aren’t readily identifiable.

Benefits of a Student Services Commons

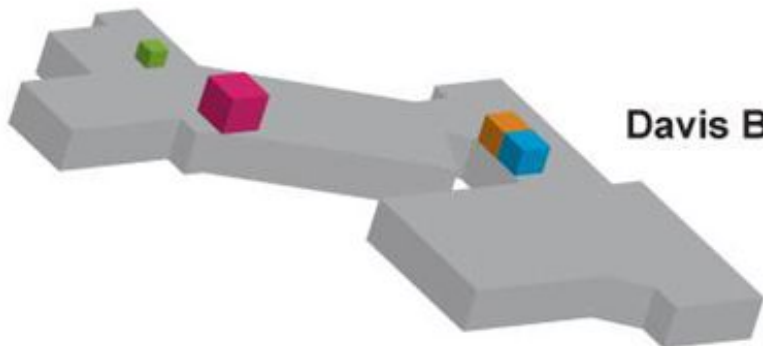
- **Setting offers multiple service options and exposure**
Effective design of the space program will allow students to choose and change between staff, peer and self-help resources, and raise awareness of services that students might not otherwise know exist.
- **Responds to UTM needs in a tri-campus university**
Provides a local, space efficient presence for tri-campus student services headquartered on the St. George campus.
- **Builds on other UTM 'first stop' successes**
- **Re-joins fractured student services and frees spaces for other departments to continue to do so as well**

Services Included in ‘The Commons’

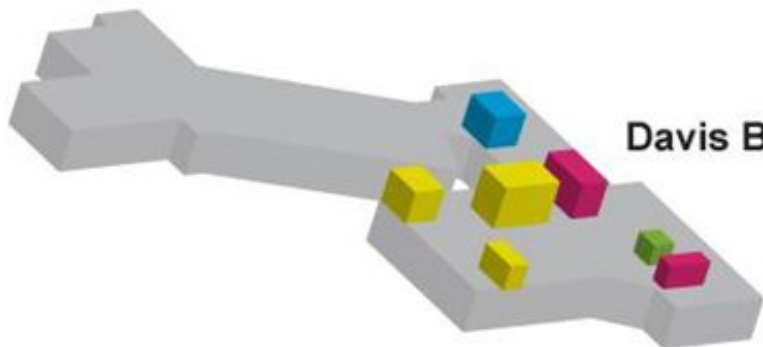
- Career education and counselling
- Personal counselling and mental health crisis support
- International experience (both in- and out-bound)
- Support for students with disabilities
- Student activities, leadership and co-curricular programs
- New student transition support
- Diversity and equity initiatives
- Off-campus housing and student-family support
- Health promotion



Davis Bldg. - Floor 3



Davis Bldg. - Floor 2



Davis Bldg. - Floor 1

LEGEND

-  Student Affairs & Services
-  Health & Counselling Centre
-  Student Life
-  AccessAbility
-  Career Centre



Project Size, Timeline and Funding

- **Scale of project**

Student Services Commons: Estimated 1660 NASM of program space, freeing 579 NASM in other parts of Davis and North Buildings for other uses.

Student and Community Casual Space: Estimated 1760 NASM of program space.

- **Governance consideration**

Project anticipated to move through UTM Campus Council and U of T Governing Council processes in 2014, guided by a U of T project committee having appropriate consultations with the UTM community and stakeholders.

- **Renovation**

Phased construction anticipated 2014 through 2016.

- **Funding**

Construction funded through UTM operating budget's capital reserve

