



**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL**

**MAY 29, 2014**

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on May 29, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Mr. John Switzer, Chair  
Professor Hugh Gunz, Vice-Chair  
Professor Deep Saini, Vice-President &  
Principal  
Ms Kelly Akers  
Ms Melissa Berger  
Mr. Jeff Collins  
Mr. Neil Davis  
Mr. Simon Gilmartin  
Mr. Kevin Golding  
Ms Pam King  
Mr. Nykolaj Kuryluk  
Mr. Sheldon Leiba  
Dr. Joseph Leydon  
Ms Alice Li  
Professor Mihaela Pirvulescu  
Ms Judith Poë  
Mr. Ron Racioppo  
Mr. Masood Samim

**In Attendance:**

Ms Diane Crocker, Registrar and Director, Enrolment Management  
Professor Bill Gough, Chair, Elections Committee  
Mr. Hassan Havili  
Mr. Raiyyan Khan  
Ms Genny Lawen  
Mr. Amir Moazzami

**Secretariat:**

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

**Non-Voting Assessors:**

Professor Amy Mullin, Vice-Principal  
Academic & Dean  
Mr. Paul Donoghue, Chief Administrative  
Officer  
Mr. Mark Overton, Dean of Student Affairs

**Regrets:**

Professor Shay Fuchs  
Dr. Rav Kumar  
Mr. Muhammed Mahmood  
Professor Kathy Pichora-Fuller  
Mr. David Szwarc  
Dr. Karima Velji

**1. Chair's Remarks**

The Chair welcomed members to the last meeting of UTM Campus Council for the academic year. He noted that there was an addition of an item under Other Business regarding the operational review of the new governance model. He also thanked Professor Hugh Gunz, Vice-Chair for taking on the role of Chair at the previous Council meeting. Given the time of year, the Chair reflected on

Council's work this past year. The Chair thanked members for their efforts towards learning governance processes in this inaugural year and having provided valuable advice and oversight to administrators as they brought matters of importance at UTM, to Council.

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

Professor Saini remarked that this landmark year for governance had been a positive experience and laid a solid foundation for a new way of governing UTM. He noted that governance was not static and that the processes would continue to evolve as UTM demonstrated its ability to function effectively with increased decision-making at the local level, while strengthening and maintaining its operations within the U of T fabric. Professor Saini thanked the Chairs and Vice-Chairs of Campus Council and its Standing Committees – Mr. John Switzer, Professor Hugh Gunz, Ms Judith Poë, Dr. Shay Fuchs, Professor Joseph Leydon and Mr. Nick Kuryluk. He also thanked the voting assessors of these bodies for their contributions, namely Professor Amy Mullin, Professor Bryan Stewart, Mr. Paul Donoghue and Mr. Mark Overton. Professor Saini gave a heartfelt thanks to all members of the Council and Committees for their hard work and thoughtful contributions throughout the year. He also thanked members of the Secretariat.

## **3. Office of the Vice-Principal Academic and Dean: Presentation by Professor Amy Mullin, Vice-Principal Academic and Dean (for information)**

The Chair invited Professor Amy Mullin, Vice-Principal Academic and Dean to begin her presentation<sup>1</sup> and speak about progress with respect to the goals outlined in the academic plan and the responsibilities of the Office of the Dean at UTM. She provided an overview of the roles of different members of the Dean's Office and highlighted the extensive collaboration that takes place with senior administration across the Campus and University. Professor Mullin outlined progress made with respect to goals of the Academic Plan, which included improvement of the student to faculty ratio via faculty hires, research and teaching excellence, expanded transitional programming (specifically Robert Gillespie Academic Skills Centre workshops and the utmONE program) and increased support for writing skills. She reported that 22 confirmed faculty hires were made in the past year.

Reporting on goals and subsequent achievements set out in UTM's Academic Plan, Professor Mullin noted that significant investments in research infrastructure had been made: Approximately \$8.5M had been invested on wet lab renovations and about the same amount on dry lab renovations. The stated goal of support for pedagogical innovation and instructional technology had been met in a variety of ways, through the work of the Robert Gillespie Academic Skills Centre, which was a major support for faculty pedagogical development. Further support would be provided through capital investments in Active Learning Classrooms (ALC's), which were a feature of the North Building Phase B project, and would be piloted in the Davis Building.

The goal to develop a new approach to interdisciplinary sector-specific business education at both the undergraduate and graduate levels was met by the new Institute for Management and Innovation

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<sup>1</sup>A copy of the presentation is attached as Attachment A.

(IMI), which launched on July 1, 2013 and housed the majority of UTM's professional masters programs.

Professor Mullin reported that a new position, that of community outreach coordinator, had been created to support the objective of investing in more academic outreach activities. The Dean's Office would continue to build further experiential learning opportunities through field courses and internships in addition to increased experiential learning activities in lectures, labs and seminars. In addition the new Masters of Science in Sustainability Management program (MScSM) would also include internships.

She added that though a potential partnership with the Faculty of Applied Sciences and Engineering had been thoroughly explored, there were no short term plans to develop a program.

Professor Mullin highlighted other decanal responsibilities, which were numerous and included academic human resources, complement planning and hiring, collective agreements and policies regarding teaching staff, academic integrity, participation in U of T governance, support of curricular change and Chair searches.

A member inquired about the faculty hiring process and whether it was a proactive search. Professor Mullin responded that the process was proactive as well as extensive, noting that a Department Chair must report on the various ways in which strove for diversity and excellence in their searches. The process included the review of resumes, letters of recommendation, research samples and teaching portfolios, followed often by informal interviews. She noted the candidates on the short list were then invited for two-day interviews where they would be exposed to the different campuses, and to students and faculty, who would then provide feedback on the candidate. Finally, the recommendation would be approved by the Vice-Principal, Academic & Dean. In a follow up question the member asked if there were prevalent trends or challenges in the hiring market. Professor Mullin remarked that in the last several years recruitment had been less challenging as the United States market was not as active, however that was now normalizing. She noted there were a very large number of qualified applicants for every available position. Professor Saini added that all faculty recruitment was international and that 50 percent of UTM's faculty was hired from abroad, though some of those were Canadians working abroad.

A member queried on what drove faculty recruitment and the target for the faculty to student ratio at UTM. Professor Mullin responded that faculty to student ratio as well as student demand drove recruitment, however it was important to recruit in areas where the University could attract quality applicants into an existing community of scholars. She also explained that the faculty to student ratio was measured in various ways, however with typical measures, the current ratio was approximately 34 to 1, with the target being 30 to 1.

#### **4. Capital Project: North Building Phase B**

The Chair reminded members of the process regarding the consideration of capital projects, but added that as the project would exceed \$10 million it would follow processes for Level 3 projects, and therefore be considered by the Academic Board, followed by endorsement by the Executive Committee and approval by the Governing Council. Also, in addition to the execution of the project, the Business Board would consider the borrowing component of the funding, as part of the approval of the project planning report. The Chair explained to members that Professor Leydon, Chair of the

Campus Affairs Committee, would introduce the item, which would then followed by a presentation by Mr. Paul Donoghue, Chief Administrative Officer.

Professor Leydon stated that the North Building Phase B was a keystone project that would anchor the North Campus redevelopment and would be central to the realization of UTM's aspirations and commitments. This project would complete the phased demolition of the North Building, which had been constructed more than 40 years ago as a temporary structure. Professor Leydon reported the Campus Affairs Committee had a full discussion on the project regarding available space on campus and its secondary effects and the issue of lockers raised by University of Toronto Mississauga Students' Union (UTMSU). It was also discussed that the staging plan at Erindale Hall would not impact the residence first year guarantee or the four year international student guarantee. Professor Leydon reported that members expressed positive support and had recommended to Campus Council, the endorsement of this essential project for UTM.

In his presentation<sup>2</sup>, Mr. Donoghue reminded members that the western section of the building was demolished in the summer of 2012 and would open in August of 2014 as Deerfield Hall. UTM's continued growth had been enabled by appropriate capital investments that included contributions from all levels of government, fund-raising and internal financing. Mr. Donoghue stated that UTM continued to be guided by an integrated plan, which provided for the one-time investment of continuing growth revenues in continuing critical capital projects, which in turn accelerated progress in priority areas, especially faculty recruitment. The strategy enabled more than \$70 million of capital reserves for new construction, renovation and campus infrastructure projects with minimal financing.

Mr. Donoghue stated the building would allow UTM to accommodate growing social science programs, consolidate the Humanities program and house the departments of Sociology, Political Science, English, Language Studies, Historical Studies and Philosophy. There would be an installation of 31 traditional and active learning classrooms, collaborative research spaces, technology support and the Robert Gillespie Academic Skills Centre. Mr. Donoghue explained that the existing site could accommodate a building complex of 29,000 nasm, that Deerfield Hall was 5200 nasm in size and that the proposed area for Phase B was 10,247 nasm. Approximately 4200 nasm of existing space would be demolished resulting in a net gain of approximately 6000 nasm, while it would also release 850 nasm in other buildings that would be re-allocated. He stated that the space program also included a large multi-purpose area and a small food outlet that would serve as a satellite of the major food service area included in Deerfield Hall. The projected occupancy date was planned for September of 2017.

In response to a member's question, Mr. Donoghue responded that Phase B was designed to be six storeys high. He also advised that as the Master plan indicated, there were sufficient building envelopes remaining on campus that would allow for future expansion.

A member asked whether the required space correlated to headcounts or full time equivalents (FTE). Mr. Donoghue advised that the space formula requires the use of FTE as a metric, however headcounts are taken into consideration in project planning.

On motion duly moved, seconded, and carried,

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<sup>2</sup>A copy of the presentation is attached as Attachment B.

**YOUR COMMITTEE RECOMMENDS,**

1. THAT the Report of the Project Planning Committee for North Building Phase B, dated April 23, 2014, be approved in principle; and
2. THAT the project scope of the North Building Phase B, totalling 10,247 nasm (20,494 gross square meters) to be located on the site of the existing North Building on the UTM campus, be approved in principle, expected to be funded from a combination of the following sources:
  - Provincial Capital Funding (Major Capacity Expansion Framework);
  - Capital Reserves derived from the UTM Operating Budget;
  - Capital Campaign (Donations and Matching Funds); and
  - Borrowing.

**5. Report of the Academic Affairs Committee: Presentation by the Chair, Ms Judith Poë (for information)**

The Chair invited Ms Judith Poë, Chair of the Academic Affairs Committee (AAC), to provide a report<sup>3</sup> to Council members on its business. Ms Poë noted the terms of reference for Campus Council and the AAC did not allow Council to consider a significant amount of academic business. Ms Poë provided an overview of the Committee's membership as well as items AAC had considered and the decisions made within the new governance structure. These included the addition of 89 undergraduate courses, three new minor programs and a merger of two programs. The Committee also approved the establishment of the Academic Appeals Subcommittee and the first IMI Continuing Education Certificate, the first combined undergraduate and master's program, Bridging Pathway Program as well as the addition of streams to the Bachelor of Business Administration. Ms Poë noted that strategic topics for information were relayed to the Committee including presentations from the Office of the Registrar, the International Students Office, the Robert Gillespie Academic Skills Centre, the UTM Research Office, and on the review of academic programs. Ms Poë expressed her thanks to Professor Amy Mullin, Vice-Principal Academic and Dean, Professor Amrita Daniere, Vice-Dean Graduate, the Secretariat and Committee members for their contributions in facilitating the work of this Committee.

The Chair thanked Ms Poë and Professor Shay Fuchs, Vice-Chair of AAC for their contributions throughout the year.

**6. Proposed Changes to the Distribution of Seats and Length of Terms on the UTM and UTSC Campus Councils and their Standing Committees (for information)**

The Chair informed members the Governing Council periodically approved changes in the terms of reference of Boards and Committees to respond to changes in circumstances and expectations of governance. The Elections Guidelines 2014 included a list of seats within each constituency for which an election will be required since the establishment of the UTM and UTSC governance bodies

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<sup>3</sup>A copy of the presentation is attached as Attachment C.

on July 1, 2013. He noted that with the conclusion of the second year of election and appointment processes for UTM governance bodies, the proposed changes would strengthen existing processes. The Chair invited Professor Bill Gough, Chair of the Elections Committee, to summarize the proposed changes.

Professor Gough reminded members of the actions taken by the Elections Committee and Secretariat to distribute the series of options to the campus community in March, and the consultation sessions that were held in April. He noted that the changes proposed to the terms of reference for the Campus Council and its Standing Committees were based on extensive discussions and feedback received at those sessions. He briefly summarized the changes proposed in the documentation as they were related to Teaching and Administrative staff. Teaching staff on Campus Council would be fixed to 1 appointed Governor Teaching staff seat and 5 elected non-Governor teaching staff seats. Administrative staff would also be fixed, to 1 non-Governing Council administrative staff seat and 1 non-Governing Council Librarian seat on the Campus Council, both elected. Professor Gough noted this would remove the opportunity for administrative staff Governors to participate in UTM governance bodies. He also mentioned the terms would be three years; however they would be varied during the implementation phase as outlined in the Terms of Reference. Professor Gough advised members that the changes would not be implemented effective 2014-15 as members who submitted their nominations and were elected or acclaimed, did so with the understanding that they would serve a one-year term. This was also reflected in the Election Guidelines 2014. Professor Gough clarified that the changes for community members were solely related to staggered term lengths and since they were appointed seats, these could be implemented for 2014-15, as was recommended by the Nominating Committee. These were also reflected in editorial changes made to the terms of reference. There were no proposed changes for the Student constituency at this time, as this constituency would already serve a one year term with the possibility of reappointment or re-election. Professor Gough remarked that the proposed changes to the terms of reference for the Campus Council, specifically for the teaching staff and administrative staff estates would strengthen the involvement of members of the campus community.

## **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 5 of the UTM Campus Council, April 23, 2014**

#### **8. Reports of Information**

The following items for information were received by Council.

- a) Report 6 of the Agenda Committee (May 15, 2014)
- b) Report 6 of the Academic Affairs Committee (April 30, 2014)
- c) Report 5 of the Campus Affairs Committee (April 28, 2014)

## **8. Date of the Next Meeting – Thursday June 19, 2014 at 4:10 p.m. (reserve date)**

The Chair reminded members that the next meeting of the Council was scheduled for Thursday June 19, 2014 at 4:10 p.m. (reserve date) in the Council Chamber, William G. Davis Building.

## **9. Question Period**

There were no questions.

## **10. Other Business**

The Chair invited Mr. Louis Charpentier, Secretary of the Governing council to provide an outline of the review of the new governance model. Mr. Charpentier advised that the terms of reference of the UTM Campus Council and Committees were approved in June, 2012 and that the Governing Council's resolutions had included the provision that the Council conduct a review of the new model to determine its effectiveness and any changes which would be necessary after a year of operation. He gave a brief presentation<sup>4</sup>, where he advised members that the proposed terms of reference for the review had been divided into three main areas. The first had been the efficacy of the new governance model and the integration of the new bodies into the overall Governing Council system. Secondly, the terms of reference for the Standing Committees would be examined with particular attention to various areas of responsibility. With respect to the AACs, the "dual role" of the Committees as faculty councils along with other responsibilities assigned by Governing Council would be. Thirdly, the review would explore issues related to the orientation and education of members. Mr. Charpentier stated the review process would include a broad call for submissions and the potential for in person consultations, and that membership of the Review Committee would include both Governors and members of Campus Councils.

A member asked if there had been any major concerns coming out of the discussions or whether the discussions had been generally positive. Mr. Charpentier noted that general feedback on the new governance model was positive very and that it had been generally expressed that a solid foundation had been created upon which to build and that processes may need refining. However, input to the review would provide more specific information.

The Chair noted that Ms Judy Goldring, Chair of the Governing Council, was unable to attend and had asked that Mr. Charpentier note her comments to members of Council. Mr. Charpentier read a letter to members from Ms Goldring at the meeting. Ms Goldring noted that the Campus Councils had become integral elements to institution-wide governance and added dimension through clear and defined decision making responsibilities related to campus-specific matters. She extended her thanks to Campus Council Chair Mr. John Switzer and Vice-Chair Hugh Gunz, as well as the Chairs and Vice-Chairs of AAC and CAC – Ms Judith Poë, Dr. Shay Fuchs, Professor Joseph Leydon and Mr. Nick Kuryluk respectively. She also expressed thanks to all members of Council and its Standing Committees and congratulated members on their productive year in governance.

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

The Chair shared his gratitude for member's contributions and additionally thanked outgoing members for their service to Campus Council. He also thanked the assessors to the various bodies who had brought business forward for governance consideration throughout the year: Professor Saini, Professor Amy Mullin, Professor Bryan Stewart, Mr. Paul Donoghue and Mr. Mark Overton.

#### IN CAMERA SESSION

The Committee moved in camera.

#### **12. Capital Project: Project Planning Report for the UTM North Building - Phase B – Financial and Planning Implications and Funding Sources +(for recommendation)**

On motion duly moved, seconded, and carried,

#### YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the University of Toronto Mississauga North Building – Phase B – Financial and Planning Implications and Funding Sources contained in the memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated April 23, 2014, be approved.

#### **13. Appointments: 2014-15 University of Toronto Mississauga Campus Council and Standing Committee Membership+(for approval)**

On motion duly moved, seconded, and carried,

#### YOUR COMMITTEE RECOMMENDS,

That the recommended appointments of members of the UTM Campus Council to the Standing Committees and related leadership roles, as recommended by the Nominating Committee, and as specified in the documentation dated May 15, 2014, be approved for one year terms, effective July 1, 2014, subject to changes in the Terms of Reference of the UTM Campus Council.

The Committee returned to open session.

The Chair also invited all members of Council to attend the inaugural Alumni Awards of Distinction, held at Lislehurst following the Campus Council meeting.

Ms Poë congratulated the Chair on a successful year and thanked him for his tireless efforts.

The meeting adjourned at 6:30 p.m.

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Secretary  
June 3, 2014

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Chair



# Campus Council - May 29, 2014

## Office of the Dean

### Presentation - Amy Mullin

Dean's Office Responsibilities  
Implementation of Academic  
Planning



## Office of the Dean

- VP Academic and Dean Prof. Amy Mullin – Philosophy
- Vice Dean Undergraduate Prof. Kelly Hannah-Moffat - Sociology
- Vice Dean Graduate – Prof. Amrita Daniere – Geography
- Incoming Vice Dean Graduate – Prof. Robert Reisz – Biology
- Assistant Dean – Ms. Lynn Snowden



## Dean's Office and Campus Team

- The Dean works closely with the Vice-President & Principal and the CAO to refine our multi-year financial plan to ensure it reflects our academic planning and aspirations - this plan is updated yearly in a submission to the Provost
- The Dean's Office works closely with the VP Research, VP Special Initiatives, Chief Librarian, Registrar, Dean of Student Affairs and other core members of the campus administration to realize our ambitions



## Governance and Implementation of Academic Planning

- One important way we implement priorities identified in academic planning is by taking proposals for new entities (e.g. Professional Accounting Centre) and new programs, as well as changes to curricula in existing programs, through governance
- Those matters will be familiar to you, and so will not be rehearsed again here
- Quotes on the slides that follow taken from Executive Summary of Academic Plan (dated fall 2012)



***“We will improve our faculty: student ratio and seek donor and central support to make significant strides in this direction.”***

- Academic planning priority to hire new faculty, beyond replacements for retirements and resignations, to teach our growing numbers of students
- Goal: hire enough faculty members to improve and not merely maintain current ratios of faculty: students
- Number of searches authorized will improve that ratio – but hiring can take more than one year
- Central support – funding for three positions associated with study of cities and big data
- Donor support – partial funding for position in health economics



## **2013-14 Faculty Hires**

- Across our disciplines
- Mainly assistant professors, but include three lecturers (Plant Biology, Computer Science, Psychology), one associate professor (Finance), one full professor (Sociology of Health)
- Assistant professor hires in areas including East Asian Archaeology, 18<sup>th</sup> Century English Literature, Climatology, Environmental Toxicology, African Studies, New Media: User Experience, Marketing, Organizational Behaviour, Urban Politics, Genes and Behaviour, Health and Well-Being, Social Policy/Sociolegal Studies...



## Faculty hires by the numbers

- 20 confirmed new hires
- 6 searches underway in mid May
- 9 searches unsuccessful or postponed
- 11 of the 35 searches were to replace faculty (retirements or resignations)



***“Our commitment to research and teaching excellence will be demonstrated in a variety of ways, including our investment in research infrastructure, our support for new faculty hires...”***

- We have made significant investments in research infrastructure by renovating research laboratories and providing start up funds for new faculty hires - we expect to spend approximately \$2 million on research start up in 2014-15
- Significant investments have been made in upgrading existing research infrastructure



***“Our commitment to research and teaching excellence will be demonstrated in a variety of ways, including ... our more coordinated approach to provide support for pedagogical innovation and instructional technology.”***

- In 2013 a working group studied Active Learning Classrooms (ALC's) in other institutions in Canada and the USA
- Director of Teaching and Learning Andrew Peterson
- Robert Gillespie Academic Skills Centre (RGASC) - major source of support for faculty pedagogical development at UTM (along with CTSI and HMALC), Course Design Institute
- Events in 2013-14 for UTM instructors to share pedagogical experiences and best practices in course design, instructional technology, online and blended learning, active learning, teaching large classes, and teaching writing intensive courses
- Offered one-on-one analysis of instructors' performance in the classroom



***“We will invest in expanded programming to support students' transitions to university studies and their development of skills that enable them to succeed while at UTM and achieve their life ambitions after graduation.”***

- RGASC ran HeadStart, a week long pre-semester academic skills orientation program, involving a range of academic departments and units, for 400 students
- RGASC's Facilitated Study Group (FSG) program continued to grow this year - over 2000 unique students attended FSGs in 2013-14 and over 180 facilitators completed the training program



### ***Over 80 RGASC Workshops***

- A sampling of workshops:
- Planning and Structuring an Argument
- Editing and Revising
- Preparing for an Essay Exam
- Memory Techniques
- Time Management
- Preparing for a Multiple Choice Exam
- English Language Learning (ELL)
- Writing a Lab Report



### ***Support specific to Writing Skills***

- Decanally funded writing initiatives (offered in the overwhelming majority of our departments)
- RGASC individual appointments available to students – who request them sufficiently in advance
- Hiring new full-time faculty member to provide increased support for English Language Learning through RGASC
- Increased RGASC funding to hire more instructors to provide individual consultations



***“We will invest in expanded programming to support students’ transitions to university studies ....”***

- First Year Student Transition - utmONE – Coordinator – Jackie Goodman
- utmONE an important source of support for students’ transitions to university level study
- Non-credit utmONE Connect offers weekly sessions led by academically strong and engaged upper year students to foster skill development and encourage engagement



### ***Additional utmONE offerings 2013-14***

- Peer counselling (ConnectNOW)
- New utmONE for credit courses aimed to develop student skills while exploring engaging subject matter
- New utmONE Scholars Seminars - small interactive interdisciplinary classes for high academic achieving first year students.
- Program for Accessing Research Training (PART) – for students interested in exploring upper level research experiences



## Academic Affairs Presentation on International Student Adjustment and Support

- ACE @ UTM (Academic Culture and English)
- RGASC
- utmONE (connect ONE)
- International Student Centre
- Student Life supports
- Residence Life supports
- Registrar's office advising supports



*"Throughout the plan period our offerings will become more comprehensive, as we explore a partnership with the Faculty of Applied Sciences and Engineering, and develop a new approach to interdisciplinary sectorspecific business education at both the undergraduate and graduate levels in our proposed new Institute for Management and Innovation (IMI)."*

- Potential Partnership with Engineering thoroughly explored – no immediate programming on the table
- IMI launched on July 1, 2013 – Director Hugh Gunz
- All professional masters except MScBMC moved to IMI – new MScSM launches 2014
- IMI also supports undergrad programs





*“We will build upon our suite of research intensive and experiential learning opportunities.” “We will better publicize the extent and range of ways we have a positive impact on our community, and will invest in more support for our community outreach activities.”*

- New staff position added in May 2014
- Community Outreach Coordinator – Melissa Berger – to support academic outreach and stimulate new outreach, particularly regarding experiential learning
- Melissa will work closely with our Alumni Affairs, Career Centre, Experiential Learning, Departments



## Experiential Learning – Learning by Doing

- Increasing courses focused primarily on experiential learning – field courses, internship courses, e.g. course that takes students in English and Drama to Shaw festival
- Increasing extent and range of experiential learning opportunities in other classes (field trips offering exposure to Italian culture and cuisine, or water quality, or sedimentology; students analyzing interview transcripts or producing podcasts or op-ed pieces)
- Welcoming inaugural incoming class in our Masters of Science in Sustainability Management – includes internship



***“We will expand and renovate our buildings and facilities to provide more and better space for learning, research, and the services to support our growing numbers of students and faculty.”***

- Dean’s office involved in space allocation with respect to existing space for academic purposes and in planning for new academic space
- UTM has invested a lot in classrooms and study space – planning for active learning classrooms (ALC’s) – prototypes being developed now in Davis Building
- Humanities and social science chairs and RGASC and my office very involved with Facilities Management and Planning with respect to plans for phase 2 of the North Building – ALC’s incorporated into proposal
- Lots of work identifying academic needs and approving priorities and translating them into the design and allocation of space before capital plans taken through governance



## **Other decanal responsibilities**

- Approve timetables and course offerings
- Dean’s excellence awards connected with faculty annual activities
- Share funding and oversight of student academic societies with UTMSU, sponsor excellence awards for undergraduate academic performance and research, recognize student achievement, work with student affairs and others to support students at risk or to investigate violations of our code of conduct, an office to which students can appeal some types of departmental decisions



## Other decanal responsibilities

- Academic human resources beyond complement planning and hiring
- Third year reviews, tenures, promotions and grievances
- Collective agreements and policies regarding faculty, sessionals, TAs, postdocs, research associates



## Academic Integrity

- Academic Integrity – Manager, Lucy Gaspini
- All suspected instances of violations of academic integrity pass through our office – we handle all cases that involve assignments worth more than 10% or in which the student does not admit guilt
- Faculty members serve as dean's designates in meetings with students - when a decision is not reached in our office, materials proceed to Academic Tribunal
- Strive to prevent offences through measures such as distributing plastic bags to students writing exams (to bag their cell phones) and through education
- Academic Integrity Poster contest winners at:  
<http://www.utm.utoronto.ca/academic-integrity/poster-contest>



## Dean's Office and U of T relations

- Dean and Vice Deans sit on dozens of committees and participate in governance more broadly at our university
- Council on Student Experience, Council of First Entry Deans, Tricampus Deans, Principals and Deans, Planning and Budget, Academic Board, Jackman Humanities Institute Council, Fraser Mustard Institute Steering Committee, NGSIS (Next Generation Student Information System) Executive Committee and Steering Committee, Council of Graduate Deans, Mississauga Medical Academy Advisory Committee....



## Support for curricular change, creation of new EDUs, and external reviews.

- Program and Curriculum Officer position – Yen Du to assume role in June
- Units undergoing external reviews in 2014-15: English and Drama, Geography, Mathematical and Computational Sciences, and MMI (Masters of Management of Innovation)
- Research Analyst, Rena Banwait, provides research support for curricular renewal (especially with respect to the development of new programs) and for the generation of data in connection with external reviews
- Research analyst also undertakes special projects (undergraduate handbook, rollout of new student opinion surveys) and provides data needed for resource allocation decisions



## Dean's office and chair searches

- Oversee searches for new departmental and unit leaders
- Six new departmental chairs from July '13 – Biology (Sasa Stefanovic), Chemical and Physical Sciences (Claudiu Gradinaru), Economics (Xiaodong Zhu), Historical Studies (Rebecca Wittman), Psychology (Mary Lou Smith), and Visual Studies (Alison Syme)
- Chairs of Biology and Visual Studies began this past academic year as interim chairs and so will already be familiar faces
- Department leaders and the faculty and staff within departments are the most important source of innovations and ideas to improve our students' academic experience





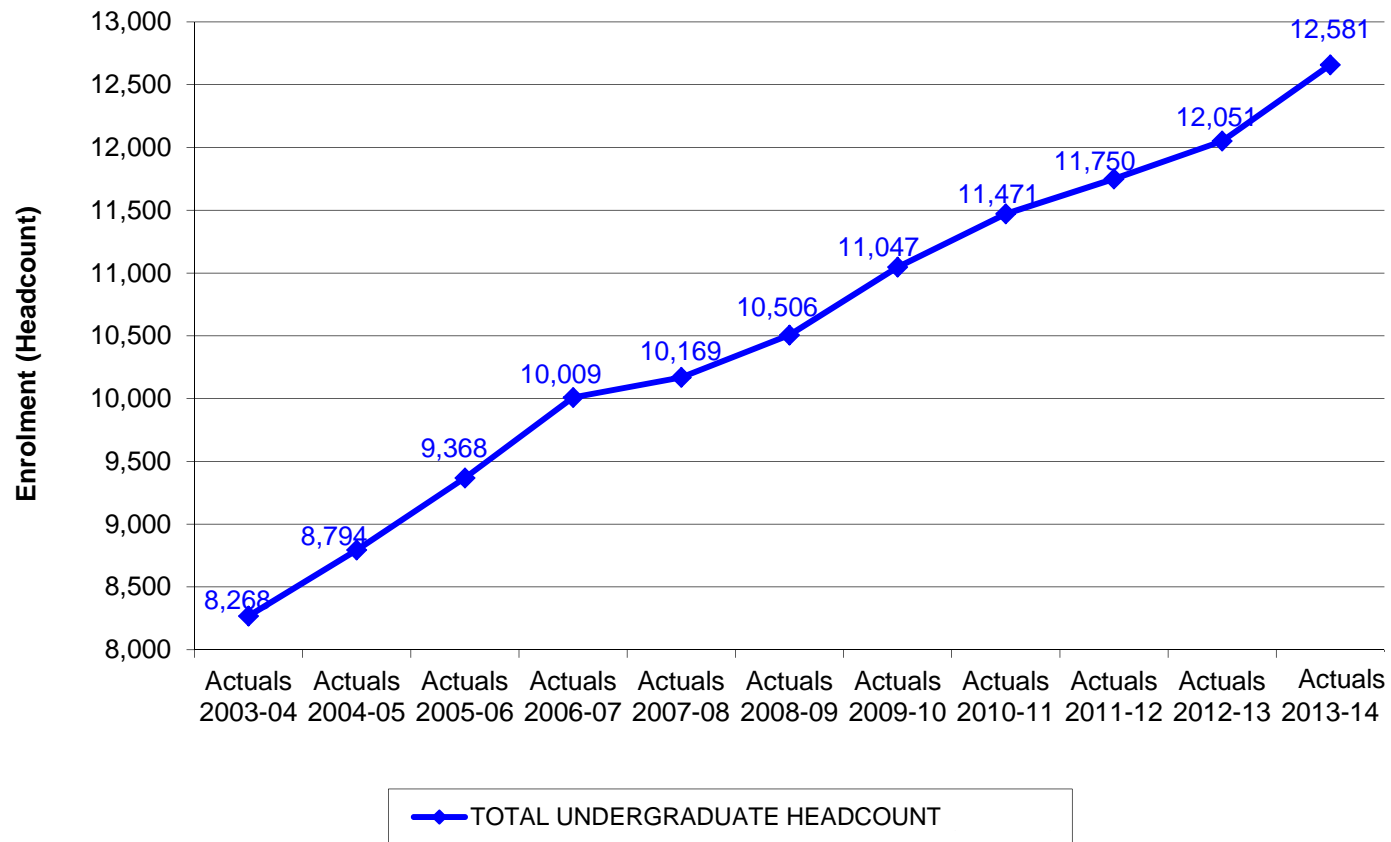
# NORTH BUILDING RE-CONSTRUCTION

Phase B  
Presentation to Campus Council  
May 29, 2014

Lecture Hall 110

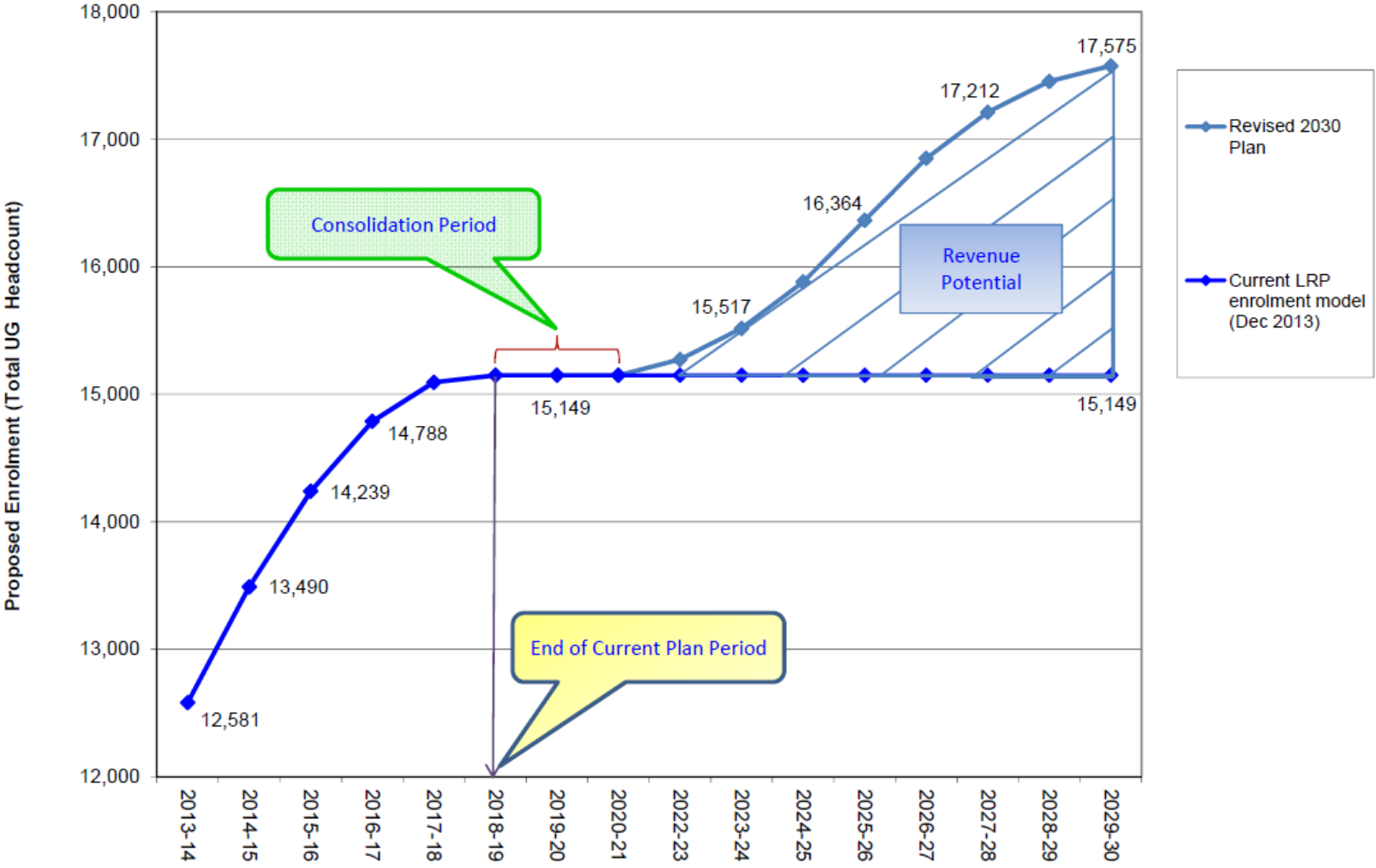
# Driving the Need for Space

## UTM Undergraduate Enrolment - Historical Growth



### UTM Undergraduate Enrolment - Planned Growth

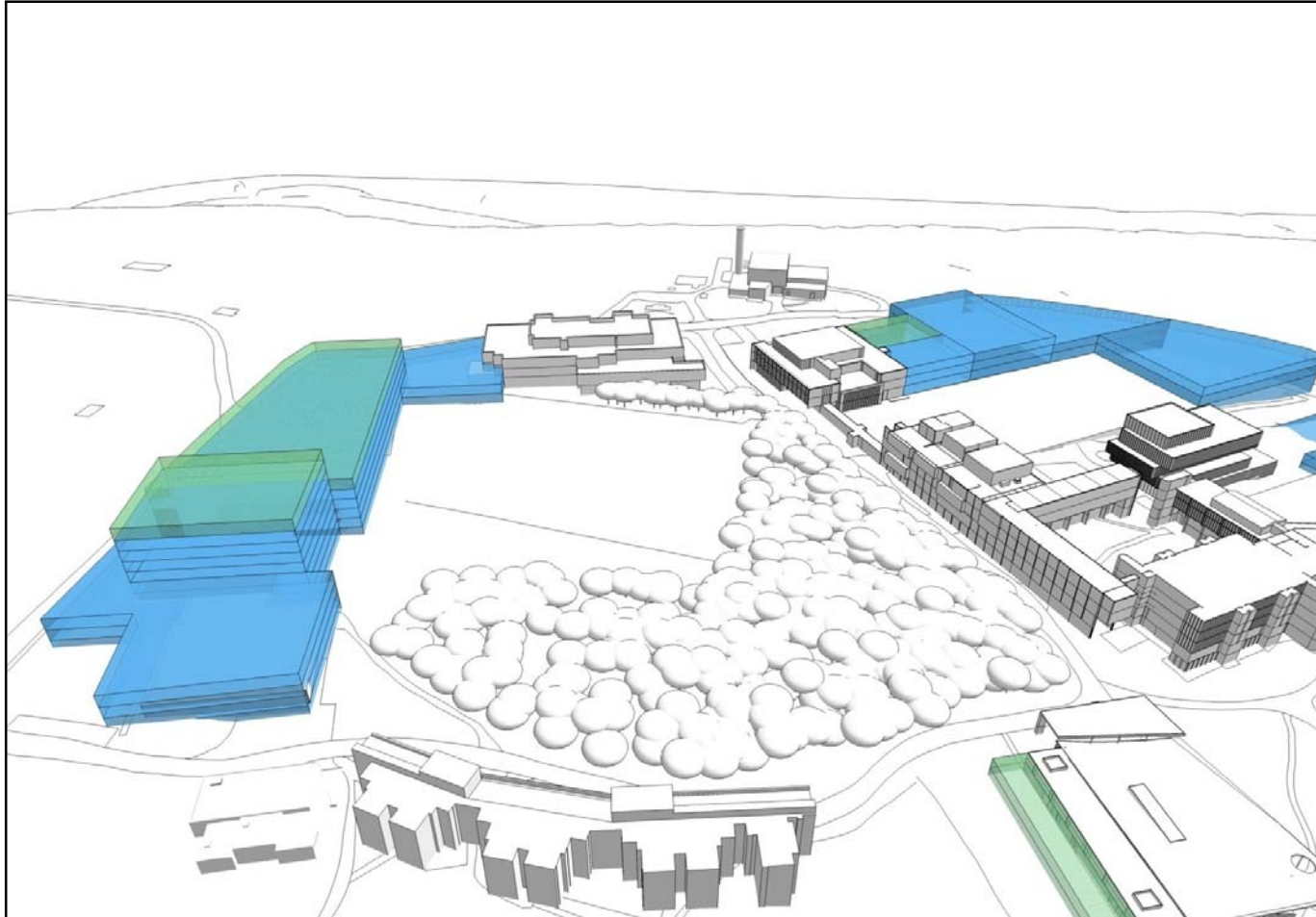
2013-18, UTM = 58 % All U/G Growth





# North Building Site Envelope

29,000 nasm



# Deerfield Hall

**Approved:** February 2012 **Opens:** September 2014  
5,200 nasm



# North Phase B

## Keystone Project – Anchor North Campus

- 10,200 nasm; net new = 6,000 nasm
- + 850 nasm secondary impact (primarily in Davis)
- Critical to meet current space needs +
- Position UTM to realize longer term aspirations versus “catch-up”
- By 2018-19 = 13,300 FTE (16,000 headcount)

# North Phase B

## Driven By

- Academic Plan + department and institutional aspirations
- Commitment to a rich and rewarding academic experience
- Limitations + modest relief (Innovation Complex and Deerfield Hall)

# Space Program

## Academic Departments\*

	<u>Current % of generated</u>
• English	79
• Language Studies	70
• Historical Studies	62
• Philosophy	78
• Political Science	62
• Sociology	52

\* Will also include shared spaces

# Space Program

## Other Academic Spaces

- LS Teaching labs
- Centre for South Asian Civilizations
- R. Gillespie Academic Skills Centre\*
  - \*secondary impact in Library
- Classrooms
- Student Study Spaces + Societies
- All “Academic Spaces” >75% Total Program

# Space Program

## Other Spaces

- Technical Support
- Facilities Management & Planning
- Building Support Services
- “North Meeting Place”
- Food Services

# Classrooms

- Objective to optimize utilization across campus
- Right-sizing for class size demands
- Total of 31 classrooms (38% of total program)
- Emphasis on smaller rooms (25-seats)

## **Active Learning Classroom (ALC) Design**

- Student-faculty interaction
- Active, collaborative learning
- Enriching educational experience
- Supportive campus environment



# Study Spaces

- Ongoing commitment for all new projects
- 60 seats in IB; 314 seats in Deerfield Hall
- inventory + enhancements of informal spaces
- North B + 3,500 sf: formal, informal, 12 bookable rooms
- “North Meeting Place” 5,500 sf
- Similar to intention in IC Rotunda of 10,000 sf

# Staging Challenges

- Current building fully occupied
- Must find temporary space: 880 classroom seats, 100+ offices, etc.
- Temporary Classrooms in Davis (also ALC prototypes)
- Academic Annex available = Deerfield Hall
- Portable “city”; lease or purchase of nine 36’ x 60’ units
- Alternative chosen

# Possible Time Lines

- Final governance approval: June 25<sup>th</sup>
- Funding Proposal: September 26<sup>th</sup>
- “Shovel-ready”: mid-November
- Bids, design, construction: 30 months
- Target: June/July 2017 occupancy
- (time to restore Erindale Hall)

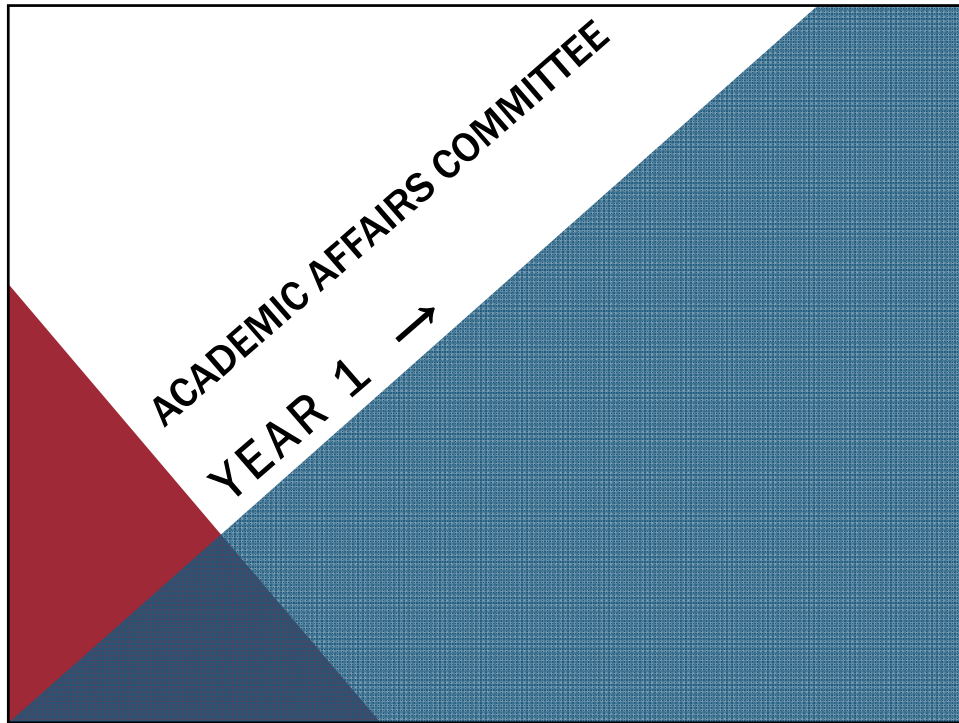
**THANK YOU**



**The Original, "Temporary" North Building Under Construction**

# Recommendation

- Be It Recommended to the Academic Board:
  1. THAT the Report of the Project Planning Committee for North Building Phase B, dated April 23, 2014, be approved in principle; and
  2. THAT the project scope of the North Building Phase B, totalling 10,247 nasm (20,494 gross square meters) to be located on the site of the existing North Building on the UTM campus, be approved in principle, expected to be funded from a combination of the following sources:
    - Provincial Capital Funding (Major Capacity Expansion Framework);
    - Capital Reserves derived from the UTM Operating Budget;
    - Capital Campaign (Donations and Matching Funds); and
    - Borrowing.



## MEMBERSHIP

- 2 administrative staff
- 2 librarians
- 2 assessors (VP Academic and Dean, VP Research)
- 3 community members
- 3 Campus Council members (teaching staff)
- 9 students
- 10 ex-officio members
- 32 teaching staff (2 from each Department and Institute)
- 63

## 5. AREAS OF RESPONSIBILITY

Academic appeals policies and procedures  
Academic plans and guidelines for such plans  
Academic priorities for fundraising  
Academic programs  
Academic regulations  
Academic services  
Admissions  
Awards  
Examinations and grading practices  
Divisional Guidelines for the Assessment of Teaching and/or Creative Professional Activity  
Name changes of academic units  
Research planning (Research policy is considered by the Committee on Academic Policy and Programs)

## 5. AREAS OF RESPONSIBILITY

- **Governing Council approval**
- **Executive Committee confirmation**
- **Academic Board approval**
  - New Campus policies addressing purely academic matters and major amendments to such policies (following consideration by UTM Council)
- **Committee on Academic Policy and Programs approval**
- **UTM Academic Affairs Committee approval**

### **CYCLE 1-6 APPROVALS**

- Approval of new courses and a host of minor undergraduate curriculum changes
- 3 new minor programs: Visual Culture, Ethics and Society, Latin American and Caribbean Studies
- Merger of two programs: Earth Sciences and Environmental Sciences
- Establishment of the first IMI Continuing Education Certificate in Professional Development – Business Practices for Scientists
- Establishment of the Academic Appeals Sub-committee
- Name change for the ICCIT, Institute of Communication, Culture, Information and Technology

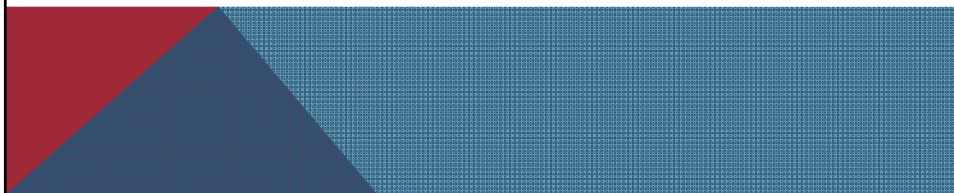
### **CYCLE 1-6 APPROVALS (CONTINUED)**

- Combined undergraduate and master's program between the ICCIT and the Faculty of Information (HBA + MA)
- Bridging Pathway Program
- Program Streams: Bachelor of Business Administration
- Closure of the Logic Major program
- Many changes to the MBiotech program's courses and admission requirements
- Modifications to the Masters of Management and Professional Accounting program in response to the changed accreditation standards of the CPA designation



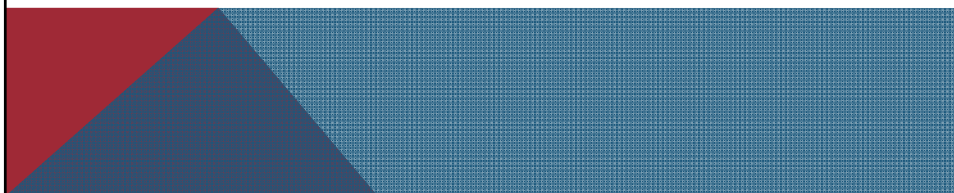
### **CYCLE 1-6 STRATEGIC TOPICS FOR INFORMATION**

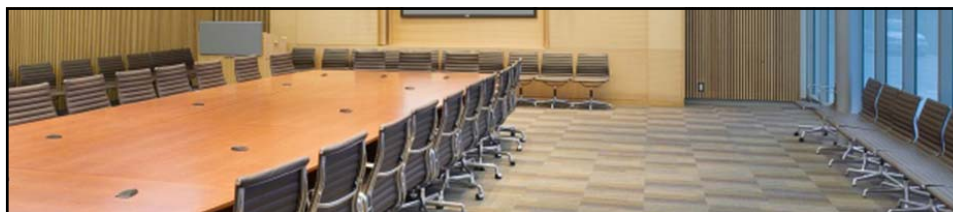
- Orientation to the New Governance Structure at UTM
- Office of the Registrar
- International Students
- Robert Gillespie Academic Skills Centre
- Review of Academic Programs
- Office of the Vice-Principal Research
- Office of the Vice-Principal Special Initiatives



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

- Vice-Principal Academic and Dean, Amy Mullin
- Vice-Dean Graduate, Amrita Daniere
- Governing Council Secretariat Officers, Louis Charpentier and Jim Delaney
- UTM Director of Governance, Cindy Ferencz Hammond
- Committee Secretary, Mariam Ali
- Committee Members





## Overview of Proposed UTM/UTSC Governance Review

Louis R. Charpentier  
May, 2014



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### The Requirement for the Review

- Terms of Reference approved: June 25, 2012
- Provision “THAT, following the first year of operation, the **Governing Council conduct a review** of the new model to **determine its effectiveness** and any **changes that might be necessary.**”



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## Themes for the Terms of Reference of the Review

(Currently Being Drafted)

- **The efficacy of the new governance model** and the integration of the new bodies in the overall GC system.
- **Terms of Reference of the Standing Committees**
  - The “dual role” of the AACs (as “faculty councils,” and with responsibilities assigned by GC).
  - Clarity related to some specific responsibilities of the AACs and the CACs, and the related governance paths.
  - The balance of internal group membership on the CACs.
- **Issues related to orientation and education**



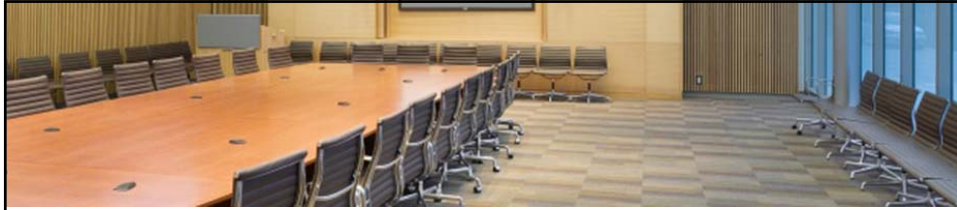
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## Process Under Discussion

- **Broad call for submissions** (tri-campus, with targeted communications for UTM and UTSC, including relevant associations and student societies).
- Committee to consider **in-person consultations**.
- Membership of Review Committee to include **Governors and members of the CCs**.
- Planning for **Terms of Reference to be considered by the Executive Committee and the Governing Council in June, 2014**.



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## Comments?



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