

UNIVERSITY OF TORONTO

THE GOVERNING COUNCIL

REPORT NUMBER 127 OF THE PLANNING AND BUDGET COMMITTEE

November 27, 2008

To the Academic Board,
University of Toronto

Your Committee reports that it held a meeting on Thursday, November 27, 2008 at 4:10 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Professor Avrum Gotlieb (Chair)	Mr. Ken Davy
Dr. Wendy Rotenberg (Vice-Chair)	Professor Joseph Desloges
Professor Cheryl Misak, Interim Vice-President and Provost	Professor Meric Gertler
Ms Catherine J. Riggall, Vice-President, Business Affairs	Professor Gregory Jump
Professor Gabriele D'Eleuterio	Professor Ronald H. Kluger
Professor Denise Belsham	Professor Romin Tafarodi
Mr. Ryan Matthew Campbell	Professor Safwat Zaky
Mr. P.C. Choo	

Non-voting Assessors:

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

Regrets:

Dr. Young M. Kim
Dr. Chris Koenig-Woodyard
Professor David Mock
Mr. Tim Reid
Mr. Stephen Smith
Dr. Sarita Verma

Secretariat:

Ms. Alison Webb, Secretary

In Attendance:

Ms. Andrea Carter, Employment Equity Officer, AODA/ODA Advisor
Mr. Louis R. Charpentier, Secretary of the Governing Council
Professor Angela Hildyard, Vice-President, Human Resources and Equity
Ms Helen Lasthiotakis, Director, Policy and Planning, Office of the Vice-President and Provost
Mr. Henry Mulhall, Assistant Secretary of the Governing Council
Ms Mae-Yu Tan, Assistant Secretary of the Governing Council
Professor Earl Woodruff, Associate Chair of Human Development and Applied Psychology,
Ontario Institute for Studies in Education

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

1. Report of the Previous Meeting (September 17, 2008)

The Chair noted that Dr. Koenig-Woodyard's name had been misspelled on page one.

Report Number 126 of the meeting of September 17, 2008 was approved, as revised.

2. Business Arising from the Report of the Previous Meeting

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

3. Senior Assessor's Report***Impact of the Economic Decline on the University of Toronto***

Professor Misak noted that her office, along with the office of the Vice-President Business Affairs, had provided updates on the current economic situation to the university community on October 21st and November 19th. Another statement would be sent on December 1st.

Professor Misak advised that economic conditions had continued to deteriorate and there remained extreme volatility in the stock market. The protective cushion in the endowment had been lost. Should some of that cushion not be restored, the university would not be able to make the approximately \$62 million in payouts slated to flow from the endowment, without undercutting the long-term sustainability of the endowment accounts. She assured members however, that the university would meet its commitments and had been considering options to ensure continued support of endowed chairs, and endowed needs-based student aid. Significant impacts on operating budgets, within particular divisions where endowments resided, would have to be expected. The Principals and Deans group had met and been advised that they would need to plan to restrain any non-essential spending. She noted that divisions would have to make choices in light of the difficult economic times. While blunt budget cut instruments, such as an across-the-board hiring freeze, had not been proposed, one-time-only cost containments would be necessary. Professor Misak assured members however that all decisions would be made in light of preserving the university's core academic mission of teaching and research.

In response to questions from members, Professor Misak advised that there was no intention to reduce University of Toronto Advance Planning for Students (UTAPS) funding in light of the current economic situation. Also, as in previous years there would be only limited maneuverability possible for tuition and therefore the tuition fee schedule that would be proposed for 2009-2010 would not be an unusual one.

With regard to a question about the possible delay of planned capital projects and difficulties obtaining financing, Professor Misak advised that while postponing projects would be an option for some divisions, many such projects had already been financed and were ready to begin. The university community would be informed should decisions be made to delay any capital projects. She further noted that a declining economy was actually a good time to build due to both the lower cost of construction, and the economic stimulus that would result. Ms. Riggall advised that the University had not anticipated any problems in raising capital in future, however currently had no plans to seek additional financing over the next year.

A member commented that practices to achieve operating efficiencies were not necessarily communicated across divisions and that mistakes could be made in some divisions that had already been resolved by others. Professor Misak advised that conversations had been underway to ensure that enhanced mechanisms for the sharing of best practices were put in place.

3. Senior Assessor's Report (cont'd)

Impact of the Economic Decline on the University of Toronto (cont'd)

The Chair inquired about the impact of the economic situation on graduate enrolment. Professor Zaky advised that the university's allocated expansion slots for 2007-08 had not yet been completely filled. The targets for Master's students had been met, but some expansion slots for PhD students remained. Phase II allocations for 2008-10 had not yet been received from the Ministry of Training, Colleges and Universities, however it was expected that the University of Toronto would receive most of the additional slots it had requested and should therefore expect to proceed as planned.

A member raised the concern of a number of faculty members that the federal government may reduce funding for research through the granting councils. Professor Zaky advised that we had not heard one way or the other on that matter. The Chair advised that it had been rumoured that the Canadian Institutes of Health Research (C.I.H.R.) budget would be flat for the next two years. The President of C.I.H.R. would be meeting with the Faculty of Medicine within the next week, at which time more information may become available.

Planning Process

Professor Misak stated that ordinarily, at this time, the university would be actively engaged in the academic planning process as the current *Stepping Up* academic plan ends in 2010. The broad directions identified in the *Towards 2030 Framework* had however led to a different planning process this year. Divisions had been asked to provide the Office of the Provost with their five-year budget, with any deviations from their *Stepping Up* plan outlined. At an expanded budget meeting recently, Deans had reviewed the priorities identified in their *Stepping Up* plans and assessed them for any divergence from those priorities.

Professor Misak noted that normally all divisional academic plans had followed the same general framework and five year cycle. However, divisions in the midst of a leadership transition had found it beneficial to delay finalizing their academic plans until such time as a new Dean or Principal was in place. Planning in tandem with a leadership change had proven to be an effective model and was being considered for the planning process moving forward.

Multi-Year Accountability Agreement with Ministry of Training, Colleges and Universities: 2007-08 Report Back

Professor Misak reported that the university had now completed the second year of the *Multi-Year Accountability Agreement* (M.Y.A.A.) with the Ministry of Training, Colleges and Universities and had exceeded or performed within the range of expected variance. The M.Y.A.A. constituted a key component of the overall performance and accountability relationship between the University of Toronto and the Province. She advised that the *Report-Back* would be made accessible on the University website once it had been received from the Ministry.¹

¹ The *Multi-Year Accountability Agreement Report-Back* for 2007-08, will be available at: <http://www.utoronto.ca/aboutuoft/accountabilityreports.htm> when it has been received from the government.

3. Senior Assessor's Report (cont'd)

Annual Report: Accessibility of Ontarians with Disabilities Act: University of Toronto Accessibility Plan 2008-2009

Professor Misak introduced Professor Angela Hildyard, Vice-President, Human Resources and Equity, to present the Accessibility of Ontarians with Disabilities Act (A.O.D.A.), *University of Toronto Accessibility Plan 2008-2009*.²

Professor Hildyard introduced and thanked Andrea Carter, Employment Equity Officer, and A.O.D.A./O.D.A. Advisor, who had authored the report. She advised that there had been good progress made the past year on the three campuses in addressing existing barriers to people with disabilities and preventing new barriers from being established. There was however much work still to be done.

As in previous years, the Accessibility Plan had been developed by a broadly representative Accessibility Planning Committee, and had identified a small number of multi-year initiatives under the key areas of Built Environment, Pedagogy, Student Life and Mental Health. Details of the initiatives at both the institutional and divisional levels were included in the *2008-09 Plan*.

Professor Hildyard advised that only approximately 25% of the projects during the previous year had received targeted funding from the Ontario Government. All other initiatives had been financed through the operating budgets of the relevant units. With extensive deferred maintenance and increasing fiscal constraints, she noted that it would be a challenge to increase support for A.O.D.A. initiatives as part of ongoing operations.

The purpose of the *Accessibility of Ontarians with Disabilities Act*, which had received Royal Assent in 2005, was to develop, implement and enforce accessibility standards with respect to customer service, transportation, information and communications, built environment, and employment, in order to achieve a fully accessible Ontario by 2025. For every accessibility standard, the most rigorous requirements would be applied to the broad public sector. Professor Hildyard remarked that she expected that the employment accessibility standards would be very compatible with existing University practices. However, the standards that affect course delivery and course materials would have significant implications for academic institutions. These standards would have to be reviewed to determine the major areas of concern, and these concerns would be raised by the Council of Ontario Universities.

Professor Hildyard noted that regulations regarding customer service standards would be the first to come into effect and that designated public sector organizations, including the University of Toronto, would have to comply with these standards by January 01, 2010. She advised that for the university this would require that virtually all staff, faculty and volunteers who had any interaction with students or potential students would require specialized training, and that the university would have to be able to demonstrate that this training had taken place.

In response to a question from a member, Professor Hildyard advised that the necessary training would likely be modular, be provided in an online format, and would address how to respond when interacting with individuals with disabilities. Different modules would likely be necessary for faculty and staffing divisions. A strategy for providing this training for the thousands that would require it was under development. She noted that part of the legislation required tracking of the training, and that this may present a challenge as the University did not normally mandate training, especially for faculty.

3. Senior Assessor's Report (cont'd)

Annual Report: Accessibility of Ontarians with Disabilities Act: University of Toronto Accessibility

² The Plan is available at: <http://www.hrandequity.utoronto.ca/Assets/reports/oda/2008-09+AODA+Plan.pdf?method=1>

Plan 2008-2009

A member noted that he had been pleased to see that the Admissions and Awards office would move to an accessible space at 172 St George Street as he had been concerned about access for some time. He enquired if this move had resulted from the customer service standards. Ms. Sisam advised that this was not a result of the A.O.D.A. guidelines, and that the University had endeavored to make all buildings accessible for some years now.

A member advised that he believed disabled students would be best served by having more staff working in areas that support students with disabilities. He expressed concern that implementing the A.O.D.A. standards may divert money from being spent in the areas of greatest need and could actually hinder students.

In response to a question from the Chair, Professor Hildyard advised that she did not believe that implementing the training to meet the customer service standards would be costly in terms of direct financial outlay, however it would be very time and resource intensive.

**4. School of Graduate Studies / Ontario Institute for Studies in Education:
Ed.D. Program in Developmental Psychology and Education - Closure**

The Chair advised that this item had been brought forward to the Committee on Academic Policy and Programs on November 25, 2008 and had been recommended to the Academic Board for approval. He welcomed Professor Earl Woodruff, Associate Chair of Human Development and Applied Psychology at the Ontario Institute for Studies in Education (OISE), who was available to address any questions members might have on this matter.

Professor Zaky explained that OISE was proposing the closure of the Doctor of Education (Ed.D.) program given the small number of applicants. Enrolment in the Ed.D. program had been decreasing as students had chosen other degree programs, such as the M.Ed. and the recently introduced flexible-time Ph.D. Currently there were only two students enrolled in the Ed.D. program and OISE proposed its discontinuation once those students had completed the program. There were no financial implications to the closure.

Professor Woodruff commented that the Ed.D. program had been under consideration by the Ontario Council of Graduate Studies and they had recommended that it be made distinct from the Ph.D. program. However, the Department did not feel that it would be able to make the Ed.D. program sufficiently distinct to warrant its continuation.

On motion duly moved, seconded, and carried

YOUR COMMITTEE CONCURS WITH THE RECOMMENDATION OF THE
COMMITTEE ON ACADEMIC POLICY AND PROGRAMS

THAT [the proposal from the School of Graduate Studies and the Ontario Institute for Studies in Education](#) to cease admission to the Developmental Psychology and Education Ed.D. program be approved effective immediately and,

THAT the closure of the Developmental Psychology and Education Ed.D. program be approved, effective when no students are registered in it and THAT the entry for the program be removed from the School of Graduate Studies calendar on a permanent basis.

5. Annual Report: Design Review Committee, 2007-08

Ms. Sisam reminded members that Planning and Budget was the committee where proposed Capital projects first entered the governance process. As the committee considered projects at the planning stage, she thought it would be helpful and interesting for members to have an opportunity to also see the results.

The Design Review Committee (D.R.C.) had been formed in 2000, partly in response to concerns that had been raised about the standards of design in the University's building program over the previous ten to fifteen years. The Committee, which comprised external architects and landscape architects who were friends of the university, governors, and faculty from the design profession, provided a critical review of the design of projects, focused in good part on the effect of the project on the broader campus as a whole, ensuring that buildings were appropriate for their surroundings and the environment, that they were welcoming, and were conducive to the achievement of academic, teaching and research activities. She noted that the City of Toronto had modeled their Design Review Panel on the University of Toronto model.

The Committee had met eight times during 2007-08 and had reviewed ten projects. Ms Sisam provided a PowerPoint presentation of photographs or drawings of projects that had been reviewed, or had been granted design awards during the year. A copy of her report is attached to Report Number 169 of the Business Board, as Appendix "A". Projects highlighted included the following:

- **University of Toronto at Mississauga (U.T.M.) Health Sciences Building.** The building, in its implementation stage, would accommodate the new Medical Academy of the Faculty of Medicine and would provide scientific research space for U.T.M. The architect for the project, Alar Kongats, was a graduate of the University of Toronto and had won awards for excellence for other projects. Ms. Sisam noted that approximately 95% of consulting architects hold degrees from the University of Toronto.
- **University of Toronto at Scarborough Balcony Enclosure Project.** The original Scarborough campus building, designed by John Andrews, was architecturally significant, and may soon be designated as a heritage structure. Modifications to the building had been highly sensitive to its importance.
- **St. George Campus: Varsity Centre South Pavilion.** The project was located at the southern end of Varsity Field and would form the campus entrance to the playing field.
- **St. George Campus: Faculty of Law.** Three teams had been engaged to develop this project plan, and address the concern that the Faculties of Law and Music be able to expand to meet their academic mission. The area on Queen's Park Crescent however was a very sensitive one and a thorough study had been required. The approach now planned had won the support both of the City planning staff and of local residents' groups and the project had received interim approval.
- **University of Toronto at Scarborough Academic Resource Centre.** The building opened in October 2003 and had won a 2008 Ontario Association of Architects Award in 2008. The classrooms in the building had wonderful acoustics, and the building was very well used.
- **University of Toronto at Mississauga Recreation, Athletics and Wellness Centre.** The project had won a City of Mississauga Urban Design Award of Excellence, as well as an Ontario Association of Architects award. The project provided much needed recreation-related space, and created a new entrance to this complex of buildings.

5. Annual Report: Design Review Committee, 2007-08 (cont'd)

- **University of Toronto at Mississauga Hazel McCallion Academic Learning Centre.** This new building was unique in that all printed library materials were accommodated on compact shelving, leaving a very large amount of student space. The facility was exceptionally light and airy and very well used. The project had won a City of Mississauga Award of Excellence and the City's People's Choice Award, as well as a 2008 Ontario Association of Architects' Award.
- **University of Toronto at Mississauga Centre for Communications, Culture and Information Technology.** This building opened in September 2004 and had won four awards including a Governor General's Award, which was the highest ranking award for architecture in the country.
- **St. George Campus Centre for Spiritual Study and Practice.** The project involved two floors of renovated space in the Koffler Building and opened in November 2006. It had won a 2008 Ontario Association of Architects Award. The facility was very well used by students for spiritual practice as well as other activities.
- **St. George Campus Terrence Donnelly Centre for Cellular and Biomolecular Research.** This building, which extended the facilities of the Medical Sciences Building and created a new entrance to the St. George campus, had been built on a very small footprint over a previous access roadway. The building had a double façade which assists in reducing the heat load inside of the building, and included two stories of research space below grade. The project had won a Governor General's Award in 2008.

Ms Sisam noted that all buildings were designed with both accessibility and sustainability in mind, and are built to a minimum of LEED³ standards. Sustainability was a very important aspect of all project design and the Committee strongly encouraged the inclusion of sustainable devices or application possible.

In discussion, it was suggested that architectural students might be a good addition to the D.R.C. In response, Ms. Sisam commented that students would be welcome to attend presentations made to the Committee.

In response to a question regarding the procedures used by the D.R.C., Ms. Sisam advised that consulting architects appeared before the committee three times. At the first meeting they explained how the project would fit into the University of Toronto Master Plans, how it would contribute to the campus, and what impact it would have. The Committee provided feedback following this initial presentation. The architects made modifications based on the feedback and presented them at the second meeting. The palette of materials and the landscape would be discussed at the third meeting. It was the D.R.C.'s responsibility to consider the project in relation to the campus planning principles contained in the *Policy on Capital Planning and Capital Projects*⁴.

On behalf of the Committee, the Chair thanked Ms Sisam and asked her to convey to the members of the Design Review Committee gratitude for their work.

³ Leadership in Energy and Environmental Design (LEED) Green Building Rating System

⁴ The Policy is available at http://www.governingcouncil.utoronto.ca/policies/policies_v2/capplan.htm

6. Date of the Next Meeting

The Chair reminded members that the next meeting of the Committee was scheduled for Wednesday, January 21, 2009 at 4:10 p.m. in the Council Chamber.

11. Other Business

There was no other business.

The meeting adjourned at 5:40 p.m.

Secretary
November 28, 2008

Chair