

**UNIVERSITY OF TORONTO**

**THE GOVERNING COUNCIL**

**REPORT NUMBER 162 OF THE PLANNING AND BUDGET COMMITTEE**

**September 17, 2014**

To the Academic Board,  
University of Toronto

Your Committee reports that it held a meeting on September 17, 2014 at 4:10 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Professor Steven J. Thorpe (In the Chair)  
Professor Benjamin Alarie (Vice-Chair)  
Professor Cheryl Reghr, Vice-President and  
Provost  
Professor Scott Mabury, Vice-President,  
University Operations  
Professor Suzanne Conklin Akbari  
Mr. David Norris Bowden  
Ms Caitlin Campisi  
Mr. Dylan Alexandre Chauvin-Smith  
Professor Maria Cristina Cuervo  
Professor Joseph R. Desloges  
Ms Rachael Ferenbok  
Ms Susan Froom  
Ms Sally Garner, Executive Director,  
Planning and Budget  
Professor Jim Lai  
Professor Amy Mullin

Professor Lacro Pavel  
Professor Elizabeth Smyth

**Non-voting Assessor**

Mr. Malcolm Lawrie, Assistant Vice-  
President, University Planning  
Design and Construction  
Ms Christine Burke, Director, Campus  
and Facilities Planning

**Secretariat:**

Mr. Anwar Kazimi, Secretary, Planning  
and Budget Committee  
Mr. Patrick McNeill  
Ms Amorell Saunders N'Daw

**Regrets**

Professor Eric Bredo

**In Attendance:**

Mr. Ben Coleman, Member of the Governing Council  
Ms Mary Scully, Assistant Vice-President, Government, Institutional and  
Community Relations  
Professor Cristina Amon, Dean, Faculty of Applied Science and Engineering  
Ms Archana Sridhar, Assistant Provost  
Professor Emeritus Ron Venter, Faculty of Applied Science and Engineering

ITEMS 5 AND 10 ARE RECOMMENDED TO THE ACADEMIC BOARD FOR APPROVAL. ALL OTHER ITEMS ARE REPORTED FOR INFORMATION

ITEM 10 WAS CONSIDERED *IN CAMERA*.

### **1. Chair's Welcoming Remarks**

The Chair welcomed members to the first meeting. He then invited the members to introduce themselves.

### **2. Orientation**

The Chair and Professor Alarie presented a high-level overview of the Committee with slides, which are appended to this Report. The following points were highlighted:

- Structure of the Governing Council and its Boards, Campus Councils, and Committees.
- Responsibilities of the Planning and Budget Committee.
- Fiduciary responsibilities of members.

The voting assessors of the Committee – Professor Regehr, Professor Mabury, and Ms Garner – provided an overview of their respective portfolios with examples of items that could be brought forward by them for the Committee's consideration.

The Secretary explained that cover sheets were designed to enable members to focus on the major elements of the proposals, and that they were a valuable tool in clarifying the responsibilities of the relevant governance bodies for each item of business.

### **3. Calendar of Business for 2014-15**

Members received the Calendar of Business for information.

The Chair noted that an item, which had earlier been included in the agenda for the meeting, had been withdrawn by the administration. Professor Mabury explained that the item - Capital Project: Ramsay Wright Building Teaching Laboratories Upgrades – Revisions to the Report of the Project Planning Committee – would be brought forward for governance approval at a later date, following further detailed consultations between the departments affected by this project.

#### 4. Senior Assessor's Report

Professor Regehr provided details of the Strategic Management Agreement (SMA)<sup>1</sup> that had been signed by the University with the Ministry of Training, Colleges and Universities (MTCU) in April 2014.

Professor Regehr highlighted the following:

- The SMA, which covered a period from 2014 to 2017, was an agreement between the University and MTCU. The MTCU has signed SMAs with all colleges and universities in the Province.
- The purpose of the SMAs was to differentiate institutions according to their particular strengths and provide a framework for growth.
- The SMA recognized the University's flagship status in the province, and its strengths in a broad range of areas.
- Specifically, it provided a framework for graduate enrolment growth for the University. Approximately, 1,073 new graduate spaces were expected to be added to University of Toronto programs between 2014-15 and 2016-17. The SMA allowed for fungibility – conversion of some doctoral spaces to Master spaces – within the University.
- In another important recognition of the University's differentiated role in the Ontario and Canadian higher education systems, the MTCU had agreed to convert the University's existing undergraduate teacher education spaces into graduate spaces. This conversion was particularly beneficial to the Ontario Institute for Studies in Education (OISE) in terms of enhancing its financial, educational and reputational strengths. This also is aligned with the University's stated longer term goal of raising its current graduate student proportion at the St. George campus.
- Finally, the SMA acknowledged the University's unique strengths in knowledge translation and entrepreneurship, and noted that these unique strengths had created unparalleled economic strength for the Province. With 81 new start-up companies, the University was the leader among all institutions in North America.

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<sup>1</sup> The University's submission to the Ministry of Training, Colleges and Universities (MTCU), "Institutional Vision, Proposed Mandate Statement and Priority Objectives" is available at <http://www.utoronto.ca/about-uoft/strategic-mandate-agreement>; and the Strategic Mandate Agreement (2014-17) between the MTCU and the University is available at <http://www.tcu.gov.on.ca/pepg/publications/vision/TorontoAgreement.pdf>

#### 4. Senior Assessor's Report (cont'd)

In the discussion, Professor Regehr added the following:

- The SMA had unequivocally recognized the University's unique status as the Province's leading research institution, underscoring the findings of the previous year's Higher Education Quality Council of Ontario (HEQCO) report in which the University had been placed in a category of its own. This had been reflected in the decision of the MTCU to allocate to the University nearly twenty seven per cent of the new graduate spaces that were to be created across the province.
- External indices such as world rankings also reflected the University's status as a globally-recognized research institution in relation to its Provincial peers. Nevertheless, federal funding for the indirect costs of research remained a challenge for the University.
- In response to a review of School of Graduate Studies completed in 2013, and the expected expansion of graduate spaces, the University would continue its efforts to enhance services for graduate students.
- The University's processes ensured that ideas for new graduate programs and the modification of existing graduate programs were generated by divisions and units. The graduate spaces requested by the University were based on the aspirations of its divisions and units.
- With respect to undergraduate spaces, the Provost emphasized that undergraduate education would continue to remain a priority for the University, particularly the quality of the student experience.
- The University remained committed to the four-year undergraduate degree, with some combined undergraduate and graduate programs under development.

#### 5. **Capital Project: Faculty of Applied Science and Engineering, and Faculty of Medicine Translational Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower - Report of the Project Planning Committee, Project Scope, and Sources of Funding**

Professor Mabury and Ms Burke presented the highlights of the Project Planning Committee Report, dated August 6, 2014, for the Faculty of Applied Science and Engineering and Faculty of Medicine Translation Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower.

The Chair invited Dean Amon and Professor Venter to address the Committee. Professor Venter noted that this project was a collaboration between two major Faculties with a number of inter-disciplinary research ventures. He noted that that the Institute of Biomaterials and Biomedical Engineering (IBBME), a key partner in this venture, had evolved from the Faculty of Applied Science and Engineering. Professor Venter highlighted the advantage of the location of the proposed facility, particularly with its proximity to the University Health Network (UHN) partners and the Sick Kids Hospital. He provided details of the use of shared space between researchers from both the Faculties at the proposed site. Dean Amon provided examples of the leading-edge research that had resulted from the collaboration between the two Faculties. She noted that the space currently occupied by the researchers who would move to the new facility would be reassigned for use by undergraduate students.

**5. Capital Project: Faculty of Applied Science and Engineering, and Faculty of Medicine Translational Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower - Report of the Project Planning Committee, Project Scope, and Sources of Funding (cont'd)**

In the discussion, the following matters were highlighted:

- Professor Mabury noted that the negotiated base rent of \$22.50 per square foot for this leased facility was highly competitive particularly because of the quality of the space, its location to the University, and to potential partners for future collaborations.
- Professor Mabury stated that the proposed laboratories would be outfitted with facilities and technology that would ensure their optimum usage for at least the twenty five-year lease period.
- Dean Amon added that one of the researchers expected to utilize the facility shared a cross-appointment with the IBBME and the Faculty of Dentistry.

On motion duly moved, seconded, and carried,

**YOUR COMMITTEE RECOMMENDS**

THAT the Project Planning Committee Report for the Faculty of Applied Science and Engineering and Faculty of Medicine Translational<sup>2</sup> Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower, dated August 6, 2014, a copy of which is attached hereto as Appendix A, be approved in principle; and

THAT the project scope to accommodate the Translational Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower, totalling 2,220 net assignable square metres (nasm) (3,675 gross square metres (gsm)), to be funded by the Capital Campaign, the Faculty of Applied Science and Engineering, and the Faculty of Medicine, be approved in principal.

**6. Report of the Previous Meeting (May 14, 2014)**

Report Number 161 (May, 14, 2014) was approved.

**7. Business Arising from the Report of the Previous Meeting**

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

**8. Date of Next Meeting**

The Chair reminded members that the next meeting would be on Wednesday, October 29, 2014, at 4:10 p.m.

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<sup>2</sup> *Secretary's Note:* The motion referred to the title of the report as "Project Planning Committee Report for the Faculty of Applied Science and Engineering and Faculty of Medicine Transitional Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower" whereas the title of the report provided was "Project Planning Committee Report for the Faculty of Applied Science and Engineering and Faculty of Medicine Translational Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower." The corrected motion is forwarded to the Governing Council for its approval.

**9. Other Business**

There were no items of other business.

*IN CAMERA SESSION*

**10. Capital Project: Faculty of Applied Science and Engineering and Faculty of Medicine Translational Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower - Report of the Project Planning Committee, Total Project Cost and Sources of Funding**

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS

THAT the Vice President, University Operations' recommendation, as outlined in the memorandum dated March 18, 2014, be approved.

The meeting adjourned at 6:15 p.m.

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Secretary

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Chair

September 24, 2014