

# UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

MAY 24, 2016

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on May 24, 2016, at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Professor Hugh Gunz, Chair  
Mr. Nykolaj Kuryluk, Vice-Chair  
Professor Deep Saini, Vice-President & Principal  
Dr. Kelly Akers  
Ms Megan Alekson  
Mr. Daniel Ball  
Professor Lee Bailey  
Ms Shelley Hawrychuk  
Mr. Tarique Khan  
Professor Angela Lange  
Professor Joseph Leydon  
Professor Judith Poë  
Professor Holger Syme  
Mr. David Szwarc  
Mr. Glenn Thompson

Mr. Douglas Varty

**Regrets:**

Mr. Emerson Calcada  
Mr. Jeff Collins  
Mr. Simon Gilmartin  
Ms Kristina Kaneff  
Mr. Sheldon Leiba  
Ms Alice Li  
Mr. Amir Moazzami  
Dr. Gary Mooney

**In Attendance:**

Mr. Mark Overton, Dean, Student Affairs

**Secretariat:**

Ms Sheree Drummond, Secretary of the Governing Council  
Ms Cindy Ferencz Hammond, Director of Governance  
Ms Mariam Ali, Committee Secretary

## 1. Chair's Remarks

The Chair welcomed members and guests to the last meeting of the academic year. The Chair thanked Mr. Chad Nuttall, Director of Residence for the tour he conducted of the Residence facilities for Council members before the start of the meeting. He thanked members for their continued interest in governance and for their valuable advice and oversight to administrators on matters of importance to UTM. The Chair congratulated Professor Judith Poë on receiving the *Vivek Goel Faculty Citizenship Award*, which recognized faculty members that served the University with distinction in multiple leadership capacities, and in diverse spheres. He applauded Professor Poë for her 45 years of extraordinary service to the University of Toronto, which included her volunteering on many committees, negotiating important policies, and her role in the organization of outreach programs. Members applauded Professor Poë for her service and dedication to the institution.

The Chair then directed members' attention to Items 3 and 13 on the agenda, *Lab Innovation for Toronto (LIFT) Project – Strategic Investment Fund (SIF)*, and explained that the Government of Canada had set a very ambitious timeline for the recently announced and time-limited program, the *Post-Secondary Institutions Strategic Investment Fund*. He noted that since proposals had been due on May 9, 2016, the Campus Affairs Committee was unable to consider this item at its last meeting on April 25, 2016. As such, Professor Joseph Leydon, Chair of the Campus Affairs Committee (CAC), and himself had invited members of the CAC to participate in the consideration and discussion of these items during both in the open and *in camera* sessions and encouraged CAC members to participate.

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

The Chair invited Professor Saini to make his final report to Council, as this was his last meeting before the start of his new position at the University of Canberra. Professor Saini advised members that he would be providing the framework of a strategic vision that would have been enacted if he had continued on as Vice-President & Principal. He would then invite Mr. Andrew Stelmachovich, Executive Director, Advancement to provide members with an update on the UTM Boundless campaign. Professor Saini listed for members some of the major accomplishments for UTM in the last several years and remarked that what was once a College had now flourished into an independent division of U of T. He noted that UTM had become progressively distinctive and comprehensive with improved admission standards during high growth periods, increased diversity on campus, with outstanding facilities built on one of the most beautiful campuses in Canada. Professor Saini stated there were several distinctive programs at the graduate level as well as innovative programs that had become leaders in their fields and that UTM was 1 of 18 Canadian universities with a medical school (academy). UTM had expanded its sports membership in Varsity-level sports through the Ontario Colleges Athletic Association and UTM Varsity sports. Professor Saini stated that research performance was being strengthened and that the fundraising campaign had raised significant dollars. The reformed governance structure was being witnessed and had progressed well, with exceptional community relationships that were held as a model around the institution. Professor Saini added that UTM was often commended for being a financially sound campus, with strong financial management. He remarked that increasingly, UTM was being viewed as the leading university in the western Greater Toronto Area.

Professor Saini moved on to provide a high level overview of his strategic vision, stating he would not be prescriptive as it was for the members of senior administration to develop a vision for UTM. He intended on sharing his lessons from the past 6 years, and outlined several categories that he believed required reflection.

- *Structure*: UTM had evolved from a college to a campus, and now to a multi-divisional campus that was larger than 70 percent of Canadian universities, however the current structure of the institution did not reflect this evolution. He noted the need for a comprehensive review of the university's administrative structure to find an appropriate model for UTM which reflected the realities of U of T's evolving tri-campus structure.
- *Differentiation*: Within the context of a tri-campus system, UTM should focus on complementarity, rather than duplication of academic programming. Though there are some areas where duplication is necessary, creating complementary programs would be more profitable and allow UTM to expand its academic footprint. Professor Saini commented that reviewing how UTM was different would help to provide an answer, and added that an expansion of trans-disciplinary programs and a greater applied sciences presence would likely be beneficial. He observed that UTM had strong relationships with the external community and that these could be leveraged further to create academic partnerships, and referred to successful initiatives at Ryerson University. Lastly, he added that UTM must be bold in its aspirations when developing the academic plan, by creating a selective and strategic vision.
- *Multi-Division*: Professor Saini envisioned that UTM would develop into a multi-divisional campus and given the location of the campus there are several potential partnerships that could be pursued. He remarked that UTM should not be apprehensive of partnerships which went beyond U of T, and to truly engage the Mississauga Academy of Medicine as part of the UTM campus community.
- *Humanities & Social Sciences*: Referring to the external review report, Professor Saini said that there was a perception that the Humanities and Social Sciences departments were not fully integrated into the life of UTM. He noted that UTM had invested approximately \$211 million over the past five years in completed or under-construction buildings that primarily house Humanities and Social Sciences programs. This would offer very attractive facilities for these disciplines. He added that whether the lack of engagement was real or not, the issue had to be addressed in order to ensure that UTM could reach its full potential.
- *Tri-Campus Graduate Model*: The tri-campus model research-based graduate programs attracted higher quality students than this campus alone could and provided economies of scale. He stated, however, that the current model must be examined to determine whether it served the needs of UTM towards its efforts to become a fully comprehensive campus of the University of Toronto. He added that UTM should look to developing its own research-based graduate degrees.

- *Research*: The quality of UTM research was commendable; however the overall research footprint per capita was smaller than that of the St. George campus. This was primarily because UTM faculty were a smaller group that were unable to tap into the synergies that existed at the downtown campus. He noted that UTM should look to St. George to create more cross-campus synergies with leadership at this campus, and commended UTM's recent development of research clusters.
- *Capital vs. Human Resources*: Professor Saini stated that UTM had faced considerable deficit in built space over the past decade while the enrolment had grown much faster than our ability to construct new buildings. Challenges in hiring new faculty had also pushed the student/faculty ratio to a high level. However, UTM had been widely recognized for the way it had balanced the need for investment in capital and human resources. He believed the strategic decision to allocate resources towards space, and now to more invest heavily in faculty and staff was appropriate. He also noted that while UTM had made major capital investments, the campus had also hired over 100 faculty since he began his term.

Professor Saini ended his remarks by stating that these were broad strokes of a vision he would have worked on and hoped that these would serve as a foundation as the new administration contemplated a vision for UTM. Professor Saini added that he would watch for the progression of UTM from a distance, and that UTM would always have a special place in his heart.

A member commented that the overall footprint in research referring to grant creation could be further broken down into disciplines, and noted that some Humanities and Social Sciences departments were able to attract more funding than those at St. George. He added that that despite this, those departments had not been recognized with the addition of a research Chair. Professor Saini responded that there were indeed pockets of departments that had done quite well, however overall compared to other institutions UTM was not able to acquire significant funding especially in sciences and were not leading as many interdisciplinary research teams.

A member noted that a Faculty of Social Work would make a strong addition to the UTM campus, to which Professor Saini responded that he was in agreement and expansions such as this were being explored. The member also noted that the University of California model would be useful to refer to when reflecting on the issues highlighted by Professor Saini. Professor Saini noted that there was an allusion to this model in the *Towards 2030* document, but added that he did not believe that this was an appropriate ultimate model for UofT to aspire to. Professor Saini explained that UC functioned more as independent universities, rather than as one university with multiple metropolitan campuses. He believed that UTM should have enough autonomy to create its own destiny and find its fullest potential, however not go as far as the UC model of independently run campuses. Professor Saini stated that if UofT were to aspire to a rank in the top 10 universities in the world rather than its current rank in the top 20, an investment in UTM to lift it to the level of the St. George campus would be important.

#### **a. Fundraising Update: Mr. Andrew Stelmacovich, Executive Director, Advancement**

Professor Saini invited Mr. Andrew Stelmacovich, Executive Director, Advancement, to present<sup>1</sup> an update on the fundraising activities at UTM. Mr. Stelmacovich informed members that the Boundless campaign represented UTM's first step towards a deliberate and professional fund raising program and had created unique opportunities to illustrate the institution's relevance to the external community, which included the City of Mississauga as a partner in city building. Mr. Stelmacovich stated that the UTM Boundless Campaign goal was \$60 million and was based on two central themes: preparing global citizens and meeting global challenges. These themes had resulted in the Centre for South Asian Civilizations, as well as student support in the form of scholarship and bursary awards for study abroad, travel and conference experiences. He relayed to members that in a collaborative effort with the Vice-Principal, Special Initiatives, and Vice-Principal, Research, a series of grants had been secured towards infrastructure expansion at UTM. Mr. Stelmacovich advised that since the campaign launch, fundraising for research initiatives had accelerated and would be incorporated as a central component of current and future advancement activities. Mr. Stelmacovich provided an overview of campaign highlights and progress, indicating that approximately \$56.5 million had been raised to date.

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

Members congratulated the Office of Advancement on their success to date and commended the extent of the community outreach activities in which UTM had engaged. In response to a members' question on how fundraising goals were set, Mr. Stelmacovich responded that these are developed in line with the academic mission, not set by the Office of Advancement. He added that they would then be approved by the Vice-President & Principal as well as the Provost. Professor Saini added that successful fundraising required a confluence of both an academic priority and an interested donor, and that any funds raised for one department benefited the overall institution due to a lesser reliance on the operating budget.

### **3. Lab Innovation for Toronto (LIFT) Project – Strategic Investment Fund (SIF)**

The Chair reminded members of the process regarding the consideration of capital projects, and 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. The Chair noted that due to the ambitious timeline set by the Government of Canada, the Executive Committee had approved in principle (May 9, 2016) that the two projects were being submitted by the University of Toronto to the Federal Government's Post-Secondary Institutions Strategic Innovation Fund (SIF) - the Lab Innovation for Toronto (LIFT) Project, and the Partnerships in Innovation and Entrepreneurship (PIE) Complex (Phase 1A). He added that the Chair of the Governing Council had signed a letter that formed part of the University's submission to the Government of Canada, which formally confirmed that governance approval had been received and that the University of Toronto would process with completion of these projects pending confirmation of funding support from the Federal and Provincial Governments. The Chair invited Mr. Paul Donoghue, Chief Administrative Officer, to provide a presentation<sup>2</sup> on the item.

Mr. Donoghue provided members with a timeline noting that this was a time-limited government funding program which provided up to \$2 billion over three years to accelerate infrastructure projects at universities and colleges. The fund required the substantial completion of projects by April 30, 2018 and if acquired would be a historic, institution-wide investment in U of T's research facilities. Mr. Donoghue provided an overview of the program requirements and the UTM proposals put forward, which included six inter-dependent elements culminating in improvements benefiting 63 research labs. Mr. Donoghue stated that these projects included in the SIF proposal were originally slotted to have taken five to eight years to complete, if the government funding was not to be acquired. In response to a member's question, Mr. Donoghue advised that external project managers would be hired if needed in order to support the staffing requirements for these projects. He added that UTM projects would be handled by the UTM Facilities Management & Planning Team, and that projects on the downtown campus would be handled by the Office of the Vice-President, University Operations.

On motion duly moved, seconded, and carried

**YOUR COMMITTEE RECOMMENDED,**

1. THAT the Lab Innovation for Toronto (LIFT) Project submitted to the Federal Government's Strategic Investment Fund (SIF) is a priority for the University of Toronto and the institution will provide all required administrative support for the completion of the project by April 30, 2018.
2. THAT the Lab Innovation for Toronto (LIFT) Project – UTM Campus Component, totalling approximately 6,859 NASM (net assignable square metres), to be funded from the following sources:  
Strategic Investment Fund  
UTM

be approved.

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

#### **4. Compulsory Non-Academic Incidental Fees – Student Society Fees: UTM Student Society Proposals for Fee Increases**

The Chair reminded members that Council was responsible for considering compulsory non-academic incidental fees for representative student committees and divisional student societies. He advised that this item was withdrawn previously as the University of Toronto Mississauga Association of Graduate Students (UTMAGS) had proposed to establish itself as a student society at the University and to assume responsibility for the administration of the U-Pass fee. The Chair noted that student society fees were subject to the terms and conditions of the Policy on Ancillary Fees and the Policy for Compulsory Non-Academic Incidental Fees. On behalf of the Campus Affairs Committee, Professor Joseph Leydon advised members that the Committee recommended this item for approval at its meeting on April 25, 2016 and that there had been no discussion. The Chair invited Mr. Overton to provide an overview who briefly explained that this would streamline the process in the future and would allow graduate students to continue participation in the U-Pass program.

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED,

THAT subject to confirmation by the Executive Committee,

THAT beginning in the Summer 2016 session, a new University of Toronto Mississauga Association of Graduate Students fee be established as follows: (a) the establishment of a new designated portion of the fee for the Summer 2017 U-Pass Program at \$62.84 per fall and winter session; and (b) the establishment of a new designated portion of the fee for the Fall and Winter U-Pass Program at \$101.17 per fall and winter session.

#### **5. Report of the Academic Affairs Committee: Presentation by the Chair, Professor Judith Poë**

The Chair invited Professor Judith Poë, Chair of the Academic Affairs Committee (AAC), to provide a report<sup>3</sup> to Council members on its business. The Chair noted the terms of reference for Campus Council and the AAC did not call for Council to consider a significant amount of academic business, and an overview of the AAC's activities would be informative for members. Professor Poë provided an overview of items the AAC had considered and the decisions made within the last year. These included the addition of over a 100 new undergraduate courses, the new Masters of Forensic Accounting and the combined Masters in Child Studies and Education joint with B.Sc. Psychology. She added that the Committee had recently approved a change in timing of the initial assessment of academic standing, in an effort to identify students at risk much earlier in their academic career. Professor Poë explained to members the process surrounding the Provostial review of UTM and its administrative response. She summarized the positive elements and areas of opportunity as they were presented by the Interim Dean, Professor Kelly Hannah-Moffat and noted that the Committee on Academic Policy and Programs had requested a follow-up report after one year due to changes in senior administration. Professor Poë also noted that strategic topics for information were relayed to the Committee including presentations on the President's three priorities, recent graduate survey data and that student interest was indicated in increased experiential and cooperative learning opportunities. Professor Poë expressed her thanks to Professor Kelly Hannah-Moffat, Interim Vice-Principal Academic and Dean, the Secretariat and Committee members for their contributions in facilitating the work of the Committee.

A member addressed a question to senior administration regarding the student to faculty ratio and inquired if this was an expected area of opportunity arising from the Provostial Review. The member also asked if senior administration would have done anything differently in the last three to four years to address this issue. Professor Saini noted that this was foreseen as this was part of the struggle to balance human, capital and physical resources on campus. He noted that it was not possible to hire faculty without having the space to place these teaching staff, particularly lab space for faculty

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

in the sciences. Professor Saini added that UTM had been hiring at the highest possible rate with a success rate of 80 percent, however, the hiring process required significant resources at the departmental level and the Office of the Dean. He added that UTM had to also compete with private universities such as Harvard, Yale, which had resulted in losses to more substantial offers. In summary, the high student to faculty ratio was expected, however there was a long term hiring plan in place to address it.

## **CONSENT AGENDA**

On motion duly moved, seconded, and carried

### **YOUR COMMITTEE APPROVED**

THAT the consent agenda be adopted and that Item 8 - Report of the Previous Meeting, be approved.

- 6. Report on UTM Capital Projects** – as at March 31, 2016 (for information)
- 7. Reports for Information**
  - a. Report 18 of the Agenda Committee (May 12 2016)
  - b. Report 17 of the Academic Affairs Committee (April 26, 2016)
  - c. Report 17 of the Campus Affairs Committee (April 25, 2016)
- 8. Report of the Previous Meeting:** Report 17 of the UTM Campus Council, April 20, 2016
- 9. Business Arising from the Report of the Previous Meeting**
- 10. Date of the Next Meeting** – Monday, June 20, 2016 at 4:10 p.m. (reserve date)

The Chair reminded members that the next meeting of the Council was scheduled for Monday, June 20, 2016 at 4:10 p.m. at 4:10 p.m. He advised the Secretariat would provide notice if the reserve meeting dates were to be cancelled.

## **11. Question Period**

There were no questions for members of the senior administration.

## **12. Other Business**

The Chair thanked the Chairs and Vice-Chairs of the Standing Committees, Professor Judith Poë, Professor Angela Lange, Professor Joseph Leydon and Mr. Simon Gilmartin for their contributions throughout the year. He also thanked the assessors to the bodies for their diligence in bringing business forward for governance consideration, namely Professor Kelly Hannah-Moffat, Professor Bryan Stewart, Mr. Paul Donoghue, Mr. Mark Overton and Professor Deep Saini. He additionally thanked all those members who had served on Council over the past year and those whose had completed their terms.

IN CAMERA SESSION

The Committee moved *in camera*.

**13. Lab Innovation for Toronto (LIFT) Project – Strategic Investment Fund (SIF): Total Project Cost**

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the Lab Innovation for Toronto (LIFT) Project – Strategic Investment Fund (SIF): Total Project Cost, contained in the memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated May 16, 2016, be approved.

**14. Appointments: 2016-17 University of Toronto Mississauga Campus Council Members Standing Committee Assignments**

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED,

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 16, 2016, be approved for one year terms, effective July 1, 2016.

The Committee returned to open session. The Chair announced that following the close of the meeting, he would be acknowledging and recognizing Professor Saini for his contributions to the University of Toronto Mississauga and governance and invited members and guests to remain for the celebrations.

The meeting adjourned at 6:15 p.m.

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Secretary  
June 6, 2016

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Chair