



UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

DECEMBER 9, 2013

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on December 9, 2013 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Mr. John Switzer, 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
Dr. Rav Kumar
Mr. Nykolaj Kuryluk
Mr. Sheldon Leiba
Dr. Joseph Leydon
Ms Alice Li
Professor Kathy Pichora-Fuller
Professor Mihaela Pirvulescu
Ms Judith Poë

Mr. David Szwarc

Regrets:

Professor Shay Fuchs
Professor Hugh Gunz
Mr. Muhammed Mahmood
Mr. Ron Racioppo
Mr. Masood Samim
Dr. Karima Velji

Non-Voting Assessors:

Professor Amy Mullin, Vice-Principal Academic
& Dean
Mr. Paul Donoghue, Chief Administrative
Officer

In Attendance:

Mr. Hamza Ansari, VP University Affairs & Academics, UTMSU
Len Brooks, Director, DIFA (Diploma in Forensic Accounting), Director, MMPA (Masters of
Management and Professional Accounting)
Ms Christine Capewell, Director, Business Services
Ms Diane Crocker, Registrar
Professor Amrita Daniere, Vice-Dean Graduate
Professor Angela Lange, Director of Research, Biology
Mr. Mark Overton, Dean of Student Affairs
Professor Sasa Stefanovic, Interim Chair, Department of Biology

Secretariat:

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

1. Chair's Remarks

The Chair invited all members and guests to remain for a holiday reception immediately following the meeting.

The Chair noted that nominations for available seats on the UTM Campus Council, Academic Affairs Committee and Campus Affairs Committee would open on January 7, 2014 and close on January 14, 2014. The Chair encouraged members to participate as well as to promote it amongst their peers.

Since this was the first time that the Committee considered capital projects, the Chair explained the established process by which capital and infrastructure renewal project reports were brought forward and the appropriate governance paths. He also indicated that the consideration of capital projects would be divided into two components: all discussion regarding non-financial aspects of the project would be considered in open session, while financial details, such as projected total projects costs, would be discussed *in camera*. The Chair emphasized that in keeping with the governance principles of openness and transparency, once the bids for the project were received and finalized, complete documentation would be made publicly available.

2. Report of the Vice-President & Principal

The Chair invited Professor Saini to give his report to Council. Given the timing of the meeting, Professor Saini informed members that he would like to take a retrospective look at the accomplishments of the University of Toronto Mississauga in 2013. Firstly, the creation of the UTM Campus Council was a watershed event and allowed for more local autonomy in governance at UTM.

The Economic Impact study carried out by KPMG this year reported that UTM's economic impact was \$1.3 billion per year. Professor Saini highlighted two important indicators of the study: first, that a large portion of this amount was the earned living of UTM graduates living in the Greater Toronto Area, and second, that although UTM admitted 28 percent of its students from Mississauga, 38 percent of graduates remain in Mississauga, qualifying UTM as a net importer of talent.

The establishment of the Institute for Management and Innovation (IMI) embarked on a new model that combined management education with specific industries, and members could look forward to a high profile launch in the spring of 2014. UTM had broken ground for IMI (Innovation Complex) and the North Building, Phase 1, forever changing the landscape of the campus.

UTM and University of Toronto as a whole welcomed Professor Meric Gertler as the new President, and reflected on the eight-year term of Professor David Naylor and his many accomplishments. Professor Saini pointed to the continued climb in international rankings for the University and noted the fact that U of T remains the top ranked Canadian university.

Professor Saini reported that UTM's enrolment was over 13,000 students, making the campus larger than 65 percent of the country's universities. International student intake had also reached 20 percent, while at the same time, admission requirements were increasing.

Professor Saini also highlighted the creation of Advantage Mississauga, an initiative, which would create linkages between local industry, Sheridan College and UTM. UTM had continued to build strong partnerships with the City of Mississauga, Brampton and the Region of Peel.

Professor Saini spoke to the recent trip he made along with Mr. Andrew Stelmachovich, Executive Director of Advancement to China where they participated in a U of T wide graduation ceremony.

A member asked if the survey which ranked graduates' employability, had placed any other Canadian universities in the top ranking. Professor Saini responded that University of British Columbia and McGill were included however they were not ranked in the Top 20¹.

3. Presentation on Capital Planning

The Chair invited Mr. Paul Donoghue, Chief Administrative Officer, to give his presentation on Capital Planning. He also noted that Item 12, Financial Aspects of the Five-Year Capital Plan, would be a continuation of Item 3 and would be considered *in camera*, consistent with the governance practice for the consideration of financial implications and funding sources of capital projects.

Mr. Donoghue's presentation² included the following key points:

- Capital project planning was driven by the UTM Academic plan;
- The UTM Campus Master Plan³ was updated in 2010, after extensive consultation within the UTM community, external partners and the City of Mississauga. It laid out the campus' future development and building sites and possible building envelopes;
- An overview of capital planning projects and their associated total project costs since 2003, were discussed;
- Four major projects received substantial external funding through government support and donations, however future government funding prospects had become increasingly uncertain;
- UTM's undergraduate enrolment had driven the campus master planning process, and it was expected that it would continue to do so: over the next 5 years headcount was projected to reach 15,000
- A consolidation period of approximately two years would occur at the end of the current plan period (2018-19 academic year) in order to pause the aggressive capital project expansion that had taken place over the last decade. This consolidation period would be after the completion of current capital projects: North 1 & 2, and following completion of the Innovation Complex;
- Overview of proposed capital planning projects included Teaching Labs, Research Greenhouse, Coleman Commons, North 2, Davis 2 renovation and Student Centre expansion.
- The challenge of capped borrowing: UTM access to the university's borrowing capacity was limited and dependent on other divisions' borrowing
- The strategy of planning for fundraising dollars in projected total project costs at a project's outset

In response to a member's question about comparisons elsewhere, in the University, Mr. Donoghue explained that U of T Scarborough has had similar growth levels.

As a clarification of an earlier point, Mr. Donoghue informed members that the COU benchmark was a university wide guide to reach 85%, however UTM, while striving to reach that percentage, operated quite well in the 70 to 76 % range, partly due to more recent efficiencies in construction engineering and varied COU standards for different types of spaces (labs, classrooms, offices etc.). All efforts would be

¹Secretary's note: The third annual Global Employability Survey ranked U of T, 14th in the world for graduate's employability. McGill University was ranked at 30th and the University of British Columbia was ranked 51st.

http://emerging.fr/rank_en.html.

²A copy of the presentation is attached as Attachment A.

³A link to the Campus Master Plan is included, please go to: <http://utm.utoronto.ca/facilities/campus-master-plan>

made to reach a ratio that allowed UTM to catch up with growth. UTM had made a conscious decision to take revenue and physically expand the campus so as to match enrolment spaces, as well as faculty and administrative needs. Mr. Donoghue indicated that this short-term investment would allow for greater long term development of UTM's academic goals.

Professor Saini pointed to the allotted consolidation period that would allow UTM to pause and examine its planned growth.. Mr. Donoghue noted that the space designed has been built to be multi-purpose, of higher quality and higher optimal utilization. For example, the Biology undergraduate labs would modernize an existing space creating efficiencies that would meet current, as well as future student and faculty needs.

A member asked whether funding would be allocated based on categories of space (such as research, administrative, classrooms) being assigned proportional values. Mr. Donoghue informed members that on occasion, the administration becomes responsive to opportunities as they emerge. For example, government funding for teaching space became available at a time when plans for the instructional centre were ready to be presented in application for that funding.

Responding to a member's inquiry about sharing space with community partners, Professor Saini responded that a current example of this would be the Mississauga Academy of Medicine students utilizing space at the Trillium Health Centre and Credit Valley Hospital.

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

The Chair invited Professor Leydon, Chair of Campus Affairs Committee, to speak to this item. Professor Leydon advised members that this proposal was to establish an Extra-Departmental Unit (EDU): C for the Professional Accounting Centre (PAC) to be housed within the Institute for Management and Innovation (IMI), effective January 1, 2014. Professor Leydon outlined the four categories of Extra-Departmental Units, from A to D. He indicated that the proposed Centre would build on strength of accounting at UTM and would engage faculty from all three campuses, the goal being to stimulate research on the issues which face professional accounting. Professor Leydon noted that the PAC would respond at an opportune time as professional accounting had changed considerably with the merger discussions of the three Canadian professional accounting designations (Chartered Accountant, Certified Management Accountants and Certified General Accountants), as well as the globalization of accounting standards and practice. The current designations would be merged into the Chartered Professional Accountant, raising many questions related to standards on judgement, ethics, practice, education, examination and protection of public, which could be informed by research that PAC would provide.

In response to a question, Professor Amy Mullin, Vice-Principal Academic & Dean advised members the Director of PAC would report to the Vice-Principal Academic and Dean, on academic and budgetary matters. Further, the Director would administer the budget for PAC research activities and work with IMI Director, Masters of Management and Professional Accounting (MMPA) and Diploma in Forensic Accounting (DIFA) Director as well as IMI Director of Operations and IMI program staff. Therefore, the IMI Director would be responsible for the allocation of IMI staff time in support of PAC objectives.

Dean Mullin responded to a member's inquiry by indicating that one benefit of the proposal would be the impact on co-curricular experiences for students who would be able to attend workshops and associate with professional accountants. Another benefit would be the impact of the Centre's research activities.

Mr. Len Brooks, Director of MMPA and DIFA added that there were approximately 1,000 students at UTM who aspired to be professional accountants and the establishment of PAC would signal to the external community that UTM was committed to researching and specializing in accounting. It would also foster awareness for graduate programs such as the Master of Management and Professional Accounting (MMPA), and had the potential to attract funding and donors.

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

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

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

The Chair advised members that this item had been fully discussed and recommended by the Campus Affairs Committee, and invited Professor Leydon to present the item. The item would be recommended to the Academic Board. Professor Leydon informed that members that UTM's first teaching laboratories were built almost 40 years ago and as a result they were outdated and inefficient. The Department of Biology wanted to ensure its students received a first-class, contemporary education that would reflect the modern field of biology and in order to achieve this, students required access to state-of-the-art laboratories equipped with technology and equipment that would enable the latest pedagogical approaches to biology education. He explained that the renovation was essential to maximize the utilization of the existing infrastructure and that it would support increased numbers of undergraduate, research-based master's and doctoral graduate programs, and would provide the updated infrastructure needed to support scientific teaching and research of the day. Further, the proposed renovation would provide teaching efficiencies by creating two 48-seat laboratories. This would allow flexibility in the scheduling of larger class sections as well as the option of splitting the sections into smaller groups (12 to 24 students).

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

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

6. Capital Project: Project Planning Report – Biology Greenhouse

The Chair invited Professor Leydon to speak to this item, and noted that the proposal had been fully discussed and recommended by the Campus Affairs Committee. The item would be recommended to the Academic Board. Professor Leydon advised members that UTM currently had 169 net assignable square meters (nasm) dedicated to a greenhouse at the rooftop level of the Davis Building. The facility was an

important support to both research and teaching. He noted that the following areas of research relied upon the facility: climate change; plant ecology; plant molecular systematics; plant taxonomy; molecular genetics; genomics and bioinformatics; and, insect neuroendocrinology. Undergraduate laboratories, which used plant material supplied and maintained by the existing greenhouse, were associated with many courses within the major and specialist programs in Biology. He noted that the greenhouse was managed by a full-time horticulturalist, operated by part-time staff and undergraduate volunteers. Professor Leydon informed members the existing greenhouse was original to the building and approximately 45 years old, beyond its expected service life, and was increasingly plagued by operational problems that rendered it unreliable. While recent investments in control, monitoring and operational systems had been made, such measures were seen as a stop-gap until a new facility could be built. The greenhouse had played an important role in supporting increasingly sophisticated research needs, however building on the existing site was not deemed an acceptable option. Professor Leydon noted that over the past five years UTM had recruited six plant-oriented biologists and geographers and additional, similar recruitments were anticipated; all of which would build on important strengths at UTM on plant-based research. However, the increased demand on greenhouse space, coupled with the decay of the present facility, combined to create a critical need for a facility.

Responding to a member's question about the cost-effectiveness of doing multiple phases at the same time, Mr. Donoghue reported that the future expansion would occur when additional funds became available and that completing all phases of the project concurrently would not have any substantive cost savings over the phased approach in the proposal.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

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

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

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

7. Report of the Previous Meeting: Report 1 of the UTM Campus Council, September 30, 2013

8. Reports of Information

The following items for information were received by Council.

- a) Report 2 of the Agenda Committee (November 26, 2013)
- b) Report 2 of the Academic Affairs Committee (November 13, 2013)
- c) Report 2 of the Campus Affairs Committee (November 11, 2013)
- d) Report 1 of the Agenda Committee (September 18, 2013)

9. Date of the Next Meeting – February 6, 2014 at 4:10 p.m.

The Chair reminded members that the next meeting of the Council was scheduled for Thursday, February 6, 2014 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

10. Question Period

There were no questions.

11. Other Business

A member voiced a concern regarding the one year term of office for current members of UTM Campus Council and its Committees, and referred to the Terms of Reference of these bodies, which provided for three-year terms for members drawn from all estates, excepting students, who served for one year. Given the limited experience thus far in the current year, the member indicated that members may have difficulty in determining whether to run for re-election and that those choosing to do so may find it difficult to campaign on the basis of experience and exposure to governance.

Another member articulated his view that succession planning was important given the limitations of a one-year term. Mr. Charpentier, Secretary of the Governing Council advised members that the planned consideration of this and other election-related matters had been unavoidably delayed. However, the staggering of terms was a key issue, among others, to be discussed in the near future.

The Chair noted that this was a transitional year for governance and that there was a sense of urgency to determine how members' terms could be staggered in order to ensure continuity, which was at the heart of how University governance operated and assured the continuous participation of experienced members.

IN CAMERA SESSION

The Committee moved in camera.

12. Presentation on Capital Planning – Financial and Planning Implications and Funding Sources

This item was a continuation of item 3 and was received by Council for information.

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

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the University of Toronto Mississauga Phase 4 of the Renovation of Biology Undergraduate Teaching Laboratories – Financial and Planning Implications and Funding Sources contained in the memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated December 2, 2013, be approved.

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

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the recommendation regarding the University of Toronto Mississauga Biology Greenhouse – Financial and Planning Implications and Funding Sources contained in the memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated December 2, 2013, be approved.

The Committee returned to open session.

The Chair invited all members and guests to remain for a holiday reception immediately following the meeting.

The meeting adjourned at 6:30 p.m.

Secretary
December 11, 2013

Chair