



**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

**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

**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

**1. Chair's Remarks**

The Chair welcomed members to the last meeting of UTM Campus Council for this 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. He highlighted the Council's consideration of two major capital projects, the establishment of an EDU-C, the service ancillaries, operating plans for UTM Student Services, and compulsory non-academic incidental fees for student services and student societies. The Chair highlighted the presentations received by Council on important topics to the university including capital planning, external relations, the operating budget, and the UTM Research Office. 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 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 have 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 has 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 will be provided and through

---

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

capital investments in Active Learning Classrooms (ALC's), which are a feature of the North Building Phase B project and which will 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 (IMI), which launched on July 1, 2013 and houses the majority of UTM's professional masters programs.

Professor Mullin reported that a new position, that of community outreach coordinator, has 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 programming.

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 faculty hire 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 were in 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.

---

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

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,

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 Registrars, International Students Office, the Robert Gillespie Academic Skills Centre, the UTM Research Office, and on the review of academic programs. Ms Poë gave thanks to Professor Amy Mullin, Vice-Principal Academic and Dean, Professor Amrita Daniere, Vice-Dean Graduate, the Governing Council and UTM 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.

---

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

## **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 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 included the provision that Governing Council conduct a review of the new model to determine its effectiveness and any changes which would be necessary. He gave a brief presentation<sup>4</sup>, where he advised members that the discussion surrounding 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, specifically the “dual role” of the AACs as faculty councils with responsibilities assigned by Governing Council would be reviewed including a clarification of governance consideration paths. 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, in person consultations, and that membership of the Review Committee would include Governors and members of Campus Council.

A member asked if there had been any major concerns coming out of the discussion or whether the discussions had been generally positive. Mr. Charpentier noted that general feedback on the new governance model was positive and that a solid foundation had been created upon which to refine processes, but that the purpose of the review would be to receive more input on these matters.

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 from Ms Goldring into the record. Ms Goldring noted that the Campus Councils had become

---

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

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.

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.

---

Secretary  
June 3, 2014

---

Chair