

**UNIVERSITY OF TORONTO
THE GOVERNING COUNCIL**

**REPORT NUMBER 187 OF THE PLANNING AND BUDGET COMMITTEE
Thursday, May 9, 2019**

To the Academic Board,
University of Toronto

Your Committee reports that it met on Thursday, May 9, 2019, at 4:10 p.m. in the Council Chamber, Simcoe Hall with the following members present:

David Dubins, Chair

Cheryl Regehr, Vice-President and Provost
Trevor Rodgers, Assistant Vice-President,
Planning & Budget
Christina Amon
Adalsteinn (Steini) I. D. Brown
Maria Cristina Cuervo
Joseph R. Desloges
Gary D. Goldberg
Ira Jacobs
Litos (Hanze) Li
Maureen MacDonald
Mary Pugh

NON-VOTING ASSESSORS:

Gilbert Delgado, Chief of University,
Planning, Design & Construction
Saher Fazilat, Chief Administrative Officer,
UTM

SECRETARIAT:

Tracey Gameiro, Secretary

REGRETS:

Cara Krmpotich, Vice-Chair

Vivek Goel, Vice-President,
Research and Innovation
Scott Mabury, Vice-President,
Operations and Real Estate Partnerships
David Palmer, Vice-President,
Advancement
Ernest W.N. Lam
Ben Liu
Ramona Alaggia
Andrew Arifuzzaman
Sheila Brown
Christine E. Burke
Andrea Chiappetta
William A. Gough
Ron Levi
Douglas McDougall
Bogdan Stovba

IN ATTENDANCE:

Professor Sandy Welsh, Vice-Provost Students
Professor Andrea Sass-Kortsak, Chair, Academic Board
Professor Daniel Haas, Dean, Faculty of Dentistry
Professor Bernhard Ganss, Vice-Dean Research, Faculty of Dentistry
Professor Richard Sommer, Dean, John H. Daniels Faculty of Architecture, Landscape and Design
Archana Sridhar, Assistant Provost, Office of the Vice-President and Provost
Nora Gillespie, Legal Counsel to the Offices of the VP & Provost & to the VP, HR & Equity

Elizabeth Cragg, Director, Office of the Vice-President University Operations
Elizabeth Church, Directors, Stakeholder Relations
Daniella Mallinick, Director, Academic Programs, Planning and Quality Assurance,
Office of the Vice-President and Provost
Justine Garrett, Coordinator, Academic Planning and Reviews, Office of the Vice-
President and Provost
Ben Poynton, Accessibility for Ontarians with Disabilities Act (AODA)
Officer Costas Catsaros, Director, Project Development
Jeff Lennon, Senior Manager, Academic Planning and Analysis
Nicole Tratnik, Chair, Forestry Graduate Students' Association

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

OPEN SESSION

1. Chair's Remarks

The Chair welcomed members to the final meeting of the 2018-2019 academic year and thanked them for their valuable service to the Committee. He further encouraged members to complete the online feedback survey, noting that their feedback helped to shape how the work of the next year's Committee would proceed.

The Chair informed members that the Secretariat had received a speaking request from a non-member, Ms. Nicole Tratnik, Chair of the Forestry Graduate Students' Association, to address the Committee in respect of the *Proposal for the Academic Restructuring of the Faculty of Forestry* (item 4), and that that request had been granted. He indicated that he would call on Ms. Tratnik at the appropriate time.

2. Assessors' Reports

There were no reports from the assessors.

3. Academic Plans:

- a) **Faculty of Dentistry's *Achieving Impact Through Excellence: Strategic Plan Update: 2019-2022***
- b) **Dalla Lana School of Public Health, *Leading For Public Health and Health System Improvements: 2019-2024***

The Planning and Budget Committee received the *Faculty of Dentistry's Achieving Impact Through Excellence Strategic Plan Update, 2019-2022* as well as the *Dalla Lana*

School of Public Health's Leading For Public Health and Health System Improvements, 2019-2024 (DLSPH), for information.

Following an introduction by Provost Regehr, Dean Daniel Haas, Faculty of Dentistry gave a brief [presentation](#) speaking to the five directions of the Faculty that continue and refine those in the previous plan:

- a) Education
- b) Clinical Care
- c) Research
- d) Our People; and
- e) Strengthen Our Organization and External Impact

Dean Adalsteinn Brown, DLSPH, followed Dean Haas' remarks with a [presentation](#) of the DLSPH's academic plan. Professor Brown spoke to the extensive consultation and engagement process DLSPH undertook in developing their plan, and noted that this would be the first five-year plan for the DLSPH since it became a Faculty in 2013.

The plan identified six key areas for focused work over the next five years:

- 1) Leading interdisciplinary research into critical challenges in public health and health systems that engage the School, the University and our health system partners;
- 2) Building a full life-cycle of public health and health systems education and modernizing the delivery of education to meet the needs of today's and tomorrow's learners at the University;
- 3) Providing evidence, expertise, ideas, and advocacy to support public health and health systems improvement in Canada and around the world;
- 4) Creating a global presence through collaborative research and education in health system strengthening with a focussed set of strong partners;
- 5) Strengthening scholarship, education and positive impact in collaboration with Indigenous Communities in Canada and around the world; and
- 6) Improving management and internal processes to create a sustainable and inclusive School.

There were no questions or comments from the Committee for Professors Haas or Brown.

The Chair congratulated the Faculties on their carefully developed plans.

4. Proposal for the Academic Restructuring of the Faculty of Forestry

The Provost introduced the item on the disestablishment of the Faculty of Forestry. The proposal would see faculty members, students and staff from the Faculty of Forestry

(“Forestry”) join the John H. Daniels Faculty of Architecture, Landscape, and Design (“Daniels”).

Throughout her presentation, the Provost stressed the University’s commitment to the health of the graduate programs within Forestry and to the graduate student experience. She also reported that conversations with Forestry’s accrediting body suggested that there would be no impact on the Master of Forest Conservation’s accreditation status.

The Provost also noted that the portion of Forestry’s budget currently allocated to graduate student funding and student aid would continue to be devoted to graduate student funding and student aid in Forestry programs within Daniels.

In closing, Professor Regehr remarked that the continuation of the two graduate units within Daniels recognized that the faculty expertise associated with each suite of graduate programs differed, and that the programs offered by each graduate unit were distinct, while presenting opportunities for collaboration on committees and programming initiatives.

Dean Robert Wright, Faculty of Forestry outlined his support for the proposed restructuring and reiterated the opportunities for synergies and history of collaboration between the two Faculties.

The Chair then invited Ms. Nicole Tratnik, Chair, Forestry Graduate Students’ Association (“FGSA”) to offer comments on the *Proposal*.

Ms. Tratnik voiced students’ position that stronger institutional and financial safeguards were needed before approving the *Proposal* in order to ensure that Forestry could flourish. She raised concerns that the *Proposal* was not voted on by Forestry’s Faculty Council, and that the following suggestions made by the FGSA and echoed in the external review, and Alumni and Faculty member consultations, were not incorporated into the *Proposal*:

- Retaining the distinct identity of Forestry by making it a high level Extra Departmental Unit (“EDU”).
- Making some details more explicit, namely,
 - the intentions of establishing an urban forestry undergraduate program,
 - the status of cross divisional teaching of current forestry programs,
 - the expertise and timing of the new faculty appointments

In the ensuing discussion, members asked various questions, many of them on the matters raised by Ms. Tratnik.

Professor Regehr replied, noting that while the approval of Faculty Council was not required by the *Policy and Procedures for Faculty and Librarians on Academic Restructuring*, faculty had been invited to provide input in exploring the context and

parameters of potential restructuring. She invited Dean Wright and Dean Richard Sommer (Daniels) to speak to the views of faculty members.

Dean Wright and Dean Sommer, spoke to the process undertaken in considering the restructuring. Dean Wright reported that Forestry faculty members were very supportive of the *Proposal*. Dean Sommer reported that Daniels had experience from previous transfers of programs and faculty. Visual Studies faculty, who transferred into Daniels most recently, were supportive of the *Proposal*.

When asked about EDUs resulting from the restructuring, Dean Sommer explained that there was no resistance to this possibility within Daniels but that this was not a structure that could be established prior to restructuring; rather, an EDU would need to evolve as part of implementation, once the transfer of faculty was completed.

On motion duly moved, seconded and carried

YOUR COMMITTEE RECOMMENDED

THAT the academic restructuring, as described in the *Proposal for Academic Restructuring of the Faculty of Forestry* (April 24, 2019), be approved effective July 1, 2019.

5. Report of the Alternative Funding Sources Advisory Group (AFSAG)

Professor Regehr provided opening remarks to introduce the work of the AFSAG. The Provost reported that the AFSAG was one of five working groups that make up the Budget Model Review. She explained that the Review had a mandate to address emerging issues and ensure that the University's budget model would continue to serve it well into the future. The AFSAG began its work in 2017 and joined the Budget Model Review once it was announced in the spring of 2018. The group's report was released to the University community for consultation on May 7. Consultation would continue until June 26, 2019, at which time all comments would be referred to the Budget Model Review Steering Committee.

Professor Cristina Amon, Dean of the Faculty of Applied Science & Engineering who co-chaired the group, was invited to make a [presentation](#).

Dean Amon began by setting out the context and process of the AFSAG's work. She reiterated that as contributions of governments to higher education decreased, financial pressures were increasing with a declining portion of revenue coming from provincial operating grants, and constraints on tuition. Professor Amon reported that the AFSAG created sub-working groups, each with a specific focus:

- 1) Real estate
- 2) Research, innovation and entrepreneurship
- 3) Teaching and learning

- 4) Partnerships and international; and
- 5) Financial

The following set of core principles were developed to guide the work of the AFSAG:

- 1) Support the core mission of the University and align with the institution's strategic vision;
- 2) Protect rights of academic freedom;
- 3) Uphold the University's financial aid commitment;
- 4) Retain a student-centered approach; and
- 5) Be sustainable and generate net revenue in due time.

Professor Amon reported that sixteen recommendations were made, grouped into three categories:

- 1) Knowledge;
- 2) Real estate and physical infrastructure; and
- 3) Financial resources

Professor Amon then focused her presentation on the following recommendations:

- Expand learning opportunities;
- Multi-disciplinary research initiatives;
- Creative forms of partnerships;
- Building on U of T's core strengths;
- Endorse and expand the Four Corners real estate strategy;
- Expand partnerships for utilization of research facilities;
- Optimize returns on short-term investments;

The following summary of the AFSAG's conclusions was provided:

- U of T had an enormous opportunity to build on its core strengths to generate new revenue sources or expand on existing revenue sources in new and diversified ways;
- Actions that were not directly revenue-generating, yet essential to building a strong foundation for future new or expanded revenue streams should be considered; and
- Consideration of recommendations made by leaderships had to be taken in the context of protecting U of T's core mission and values.

In response to a member's question regarding opportunities with future undergraduate populations, the Provost reported that a new initiative with the Toronto District School Board had just been announced and others were under discussion. She noted that several Faculties were already engaged in programming with secondary school students.

Members commended the working group on its comprehensive and cohesive report and agreed that U of T's reputation should be leveraged to actively create pipelines to maximize investment by government, donors and industry.

The Provost extended the administration's gratitude for the AFSAG's tremendous work and service to the University on this important project.

The Chair echoed the Provost's sentiments on behalf of the Committee, and thanked Professor Amon for her presentation.

6. Annual Report: *The University of Toronto Ontario Disability Act Plan, 2018-2019*

The Planning and Budget Committee received the *Annual Report: Accessibility for Ontarians with Disabilities Act (AODA), 2018-2019* from Professor Sandy Welsh, Vice-Provost - Students, on behalf of Professor Kelly Hannah-Moffatt, Vice-President, Human Resources and Equity. The *Annual Report* was also presented to University Affairs Board for information.

Professor Welsh noted that in response to feedback from members, last year the structure of the *Annual Report* was changed in order to highlight progress made over the year, as well as areas of opportunities for improvement. For 2018, new sections on recommendations and next steps were included.

The *Annual Report* focused on the areas the University is committed to improving: build environment, communication, service delivery, pedagogical resources, innovation and partnerships, based on accessible designs rather than accommodation, with a focus on mental health.

There were no questions or comments from the Committee.

The Chair thanked Vice-Provost Welsh for her presentation.

7. Annual Report: *Executive Committee of the Capital Project and Space Allocation Committee (CaPS)*

In June 28, 2017, Governing Council approved a revised *Policy on Capital Planning and Capital Projects*. The revised *Policy* established a new committee, CaPS, Capital Projects and Space Allocation Committee and an Executive Committee. With the new *Policy*, CaPS was to review and approve capital projects with a projected total project cost greater than \$100,000 and under \$5,000,000. Its Executive Committee would review and recommend projects over \$5,000,000.

The Committee received an annual informational [presentation](#) from Gilbert Delgado, Chief of University Planning, Design & Construction, on behalf of the Executive Committee of CaPS, which reviewed twelve capital projects submitted to governance with budgets of less than \$5M. Mr. Delgado provided an overview of the projects and updated the status of each for the Committee. A total of 116 CaPS approvals from

January to December 2018 amounted to \$56,408,001. A total of 12 CaPS Executive Approvals from January to December 2018 amounted to \$24,333,696.

There were no questions from members.

The Chair thanked Mr. Delgado for the presentation.

8. Annual Report: *Design Review Committee 2018*

The Planning and Budget Committee received the Annual Report from the Design Review Committee (“DRC”) and a [presentation](#) by Mr. Gilbert Delgado, Chief University Planning, Design & Construction for information.

Mr. Delgado highlighted the projects that were considered by the DRC in 2018, which included sixteen projects, requiring the DRC to meet twelve times. It was reported that the projects both improved the physical beauty of the campus and provided much needed new space and functional improvements. Projects represented new construction, as well as renovation and landscape projects.

In response to a member’s question, Mr. Delgado clarified that typical design teams include a number of varied experts, as well as stakeholders and occupants. This helped ensure that most operational concerns, including occupational health and safety concerns, were addressed and resolved by the time it came to the DRC.

The Chair thanked Mr. Delgado and his team for the presentation.

9. Report of the Previous Meeting: Report Number 186 – April 3, 2019

As quorum was not maintained, the Report of the Previous Meeting would be brought forward to the next meeting of the Committee in September 2019.

10. Business Arising from the Report of the Previous Meeting

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

11. Date of the Next Meeting – Tuesday, September 17, 2019, 4:10 – 6:10 p.m.

The Chair reminded members that the next meeting would be held on Thursday, May 9, 2019 at 4:10 p.m.

12. Other Business

There were no items of other business.

The Chair thanked members, the assessors, and the secretary for their significant contributions over the past year.

The meeting adjourned at 4:46 p.m.

Secretary

Chair

May 15, 2019