

THE GOVERNING COUNCIL
REPORT NUMBER 106 OF
THE PLANNING AND BUDGET COMMITTEE

December 6, 2005

To the Academic Board,
University of Toronto.

Your Committee reports that it met on Tuesday, December 6, 2005, at 4:10 p.m. in the Council Chamber, Simcoe Hall, with the following members present

Professor Avrum Gotlieb (in the Chair)
Professor Vivek Goel, Vice-President and
Provost
Professor Philip H. Byer
Mr. P.C. Choo
Professor John Coleman
Miss Coralie D'Souza

Professor Miriam Diamond
Mr. Martin Hycza
Professor Glen A. Jones
Professor David Mock
Ms Carole Moore
Professor J. J. Berry Smith
Professor Ron Smyth

Regrets:

Professor James Barber
Mr. Ryan Matthew Campbell
Mr. Timothy Reid
Professor Robert Reisz
Professor Pekka Sinervo
Mr. Stephen C. Smith

Non-voting Assessors:

Mr. John Bisanti, Chief Capital Projects
Officer
Ms Elizabeth Sisam, Assistant Vice-
President, Space and Facilities
Planning

Secretariat:

Mr. Henry Mulhall
Ms Cristina Oke, Secretary

In attendance:

Professor Rob Baker, Chair, Department of Zoology, Faculty of Arts and Science
Mr. Neil Dobbs, Deputy Secretary, Office of the Governing Council
Ms. Sheree Drummond, Assistant Provost
Professor Susan Howson, Vice-Dean, Undergraduate Education and Teaching, Faculty of
Arts and Science
Dr. Jeanne Li, Special Assistant to the Vice-President, Business Affairs
Professor Susan Pfeiffer, Vice-Provost, Graduate Education and Dean, School of Graduate
Studies
Professor Rowan Sage, Chair, Department of Botany, Faculty of Arts and Science

ITEMS 4, 5 AND 6 ARE RECOMMENDED TO THE ACADEMIC BOARD FOR APPROVAL.

ALL OTHER ITEMS ARE REPORTED TO THE ACADEMIC BOARD FOR INFORMATION.

1. Report of the Previous Meeting

Report Number 105 of November 1, 2005 was approved.

2. Business Arising from the Report of the Previous Meeting

There was no business arising from Report Number 105.

3. Senior Assessor's Report

(a) Provincial Government

Professor Goel reported on various matters concerning the provincial government.

(i) *Reaching Higher*

Professor Goel informed members that the implementation of *Reaching Higher*, the provincial government's plan for post-secondary education, continued to move along slowly. Universities had been advised of their funding allocation for 2005-06, but had to report to the government how the funds would be spent before receiving the allocation. The allocation to the University of Toronto was slightly less than had been anticipated, and that could have an impact on the 2006-07 budget.

(ii) Tuition

Professor Goel noted that the provincial government had concluded its consultations regarding tuition, but had not yet indicated its position on tuition for 2006-07.

(iii) Graduate Enrolment Expansion

Professor Goel stated that a town hall meeting on graduate enrolment expansion for members of the graduate education community would be held on December 7, 2005. A Framework for Graduate Enrolment Expansion would be brought forward to the Planning and Budget Committee in the spring.

(b) Budget Model

Professor Goel advised members that an off-line presentation on the proposed new budget model would be held in the winter term.

(c) Capital Items

Professor Goel indicated that a full review of all available sites as well as an analysis of current needs was being undertaken, and would be reported on periodically to governance as it progressed.

4. Capital Project: Department of Italian Studies: Project Planning Report

Ms Sisam explained that the University of St. Michael's College (USMC) had a long-term lease with the University of Toronto for 43 Queen's Park Crescent East that had been established in 1984 and was scheduled to terminate in 2034. Under the terms of the lease, USMC was permitted to make significant tenant improvements to this property with permission from the University. Since 1980, a portion of the premises at 43

4. Capital Project: Department of Italian Studies: Project Planning Report (cont'd)

Queen's Park Crescent East had been occupied by the Multicultural History Society of Ontario.

Ms Sisam informed members that, in April 2001, the Faculty of Arts and Science and the Department of Italian Studies had proposed the establishment of a *Casa Italiana* hosted at USMC. This project was also to accommodate the Frank Iacobucci Centre for Italian Canadian Studies, and would, with parts of the Department of Italian Studies, function as a focal point for Italian Studies at the University of Toronto and as a focal point for the Italian community on campus.

Ms Sisam advised members that, in the proposed plan, the Department of Italian Studies would occupy approximately 350 net assignable square meters (nasm). In addition, the Frank Iacobucci Centre, the Goggio Chair event space, and graduate student study space would also be accommodated. Faculty offices located in Carr Hall and Teefy Hall would remain in their current locations. The Multicultural History Society of Ontario would continue to be located in the building and would occupy approximately 140 nasm. The total project cost (TPC) of the renovations to 43 Queen's Park Crescent was estimated to cost \$3 million (June 2005).

Ms Sisam assured members that the project had been evaluated against the criteria detailed in the Capital Plan tabled at the Planning & Budget Committee on December 12th, 2004¹, and had met the objectives identified in the criteria. It would provide a new facility that would support the academic program in Italian Studies, create graduate student study space, establish a community outreach program, *Casa Italiana*, and consolidate the activities of the Frank Iacobucci Centre. The project would also address accessibility and items of deferred maintenance in the existing building.

The capital project would be fully funded by a private benefactor through USMC, therefore the project would not affect the borrowing projections of the capital program of the University of Toronto. The operating cost of the completed facility would remain the responsibility of USMC, consistent with current practice. The University of Toronto would provide oversight of the project through the work of the Project Planning Committee in the implementation phase.

On motion duly moved and seconded,

YOUR COMMITTEE RECOMMENDS

THAT the Project Planning Report for the Department of Italian Studies and the Frank Iacobucci Centre at 43 Queen's Park Crescent East be accepted in principle.

¹ The nine criteria by which all capital projects are assessed are:

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| 1. Mission Objectives of the University, | 2. Policy Objectives & Legislative Requirements, |
| 3. Provincial Space Standards, | 4. Strengthening Scholarship, |
| 5. Providing Academic Leadership, | 6. Student Experience, |
| 7. Economic Consistency, | 8. Resources, |
| 9. Deferred Maintenance. | |

5. Faculty of Arts and Science and School of Graduate Studies: Disestablishment of the Department of Botany and the Department of Zoology and Creation of the Department of Ecology and Evolutionary Biology and the Department of Cell and Systems Biology

The Chair reminded members that the Planning and Budget Committee was responsible for recommending to the Academic Board proposals to establish, disestablish, or significantly restructure academic units.

Professor Goel informed members that the proposal had arisen from the *Stepping UP* planning process, external reviews, and extensive consultation within the two units. The Faculty of Arts and Science was proposing that the Departments of Botany and Zoology be disestablished and that the members of these two units be reorganized into two new departments: the Department of Cell and Systems Biology and the Department of Ecology and Evolutionary Biology. It was proposed that the corresponding tri-campus graduate Departments of Botany and Zoology also be disestablished and new graduate Departments of Cell and Systems Biology and Ecology and Evolutionary Biology be created in the School of Graduate Studies.

The reorganized departments would facilitate undergraduate and graduate education by focusing teaching resources in ecology and evolution on the one hand, and cell, molecular and systems biology on the other. Existing undergraduate teaching programs, which were already largely shared by these two departments, would be initially unaffected, though opportunities to create courses and programs of study aligned along the foci of the new departments would be possible. The two departments would, over time, provide more focused graduate programs that were expected to be well-aligned with student interest and demand. The two existing graduate programs would be jointly administered by the Chairs of the new graduate departments until such a time as there were no more students registered in each program and the programs were discontinued. The existing core and collaborative graduate programs would also be unaffected, though both departments would subsequently develop new programs in these areas.

Professor Goel informed members that there had been extensive consultation regarding the proposal within the Faculty, the University of Toronto at Mississauga (UTM), the University of Toronto at Scarborough (UTSC), and with related Divisions. The Biological Sciences Working Group, which had included representatives from both departments, including undergraduate and graduate students, had recommended proceeding with the reorganization. The faculty of both Arts and Science departments had voted in favour of the reorganization in secret ballots conducted in late October 2005. In separate ballots, the tri-campus graduate faculty of each department also had voted in favour of the re-organization. The reorganization proposal had been presented to the Faculty of Arts and Science General Committee for approval on November 21, 2005 and to the School of Graduate Studies (SGS) Council on November 22, 2005. It would also be considered by the Committee on Academic Policy and Programs (AP&P) on December 7, 2005.

The two new departments would reside in the Ramsay Wright Zoological Laboratories (RW) and the Earth Sciences Centre (ESC), occupying the space that currently was allocated to the Departments of Botany and Zoology. As part of this development, the Faculty of Arts and Science had indicated that the RW would have to be extensively renovated, with replacement of most of the building infrastructure and renovations of the research and teaching laboratories. A phased approach would be taken, given the lack of

5. Faculty of Arts and Science and School of Graduate Studies: Disestablishment of the Department of Botany and the Department of Zoology and Creation of the Department of Ecology and Evolutionary Biology and the Department of Cell and Systems Biology (cont'd)

staging space to allow a complete single-phase overhaul of the building. Given the locations of the animal care facilities and the plant growth facilities, the Faculty anticipated that Department of Cell and Systems Biology might come to largely occupy Ramsay Wright and that the majority of the Department of Ecology and Evolutionary Biology might come to reside in the Earth Sciences Centre. The actual relocation of faculty offices and laboratories would arise out of further consultation, and a comprehensive plan for space utilization would be in place by July 2006 and would be brought forward for consideration by the Planning and Budget Committee.

The Faculty of Arts and Science recognized that significant financial resources would have to be made available to renovate Ramsay Wright and implement the desired rearrangements of offices and laboratories. However, the reorganization would not result in any changes in base funding resources at a University level. Any increases in base funding to better support the two new activities and the capital funding for the proposed renovations would be allocated from existing operating resources or through appropriate mechanisms within the Faculty. The sources of funding for the Ramsay Wright renovations would be identified as part of the project plan.

The Faculty also recognized that the success of the teaching and research mission in both new departments depended critically on administrative and technical staff currently allocated to the Departments of Botany and Zoology. A comprehensive human resources reorganization of the two departments was currently under review, led by the existing department chairs. The faculty members, administration and budget of each of the two discontinued departments would be redistributed and transferred to one or other of the two new departments.

A member commented that he had been impressed by the planning process and by the use of a secret ballot in the vote on the proposal.

A member asked if joint appointments to the new Departments would be available. Professor Goel replied that joint appointments would be available, and that a Genomic Centre that would span both departments was being proposed. The member asked whether joint appointments would result in one salary being shared by two departments and two progress-through-the-ranks (ptr) assessments being done. Professor Goel replied that the details of any joint appointments would be agreed upon by the Chairs of the two departments and approved by the Dean.

A member asked whether renovations would be necessary for the Earth Sciences Centre. Professor Goel replied that minor renovations for office space and equipment would be necessary.

A member asked about the comparative size of the two proposed departments. At the invitation of the Chair, Professor Sage replied that 24 faculty members had chosen to join the Department of Ecology and Evolutionary Biology while 35 faculty members had chosen to join the Department of Cell and Systems Biology.

5. Faculty of Arts and Science and School of Graduate Studies: Disestablishment of the Department of Botany and the Department of Zoology and Creation of the Department of Ecology and Evolutionary Biology and the Department of Cell and Systems Biology (cont'd)

On motion duly moved and seconded,

YOUR COMMITTEE RECOMMENDS

- 1) The Department of Botany and the Department of Zoology be disestablished, coincident with the establishment of the new Department of Ecology and Evolutionary Biology and the new Department of Cell and Systems Biology, as of July 1, 2006.
and
- 2) The graduate Department of Botany and the graduate Department of Zoology be disestablished, coincident with the establishment of the new graduate Department of Ecology and Evolutionary Biology and the new graduate Department of Cell and Systems Biology, as of July 1, 2006.

The Chair noted that the recommendation had been carried unanimously.

6. School of Graduate Studies: Proposal for a Master's Program in Women and Gender Studies

The Chair reminded members that the Planning and Budget Committee was responsible for considering the resource implications of new academic programs. The Committee on Academic Policy and Programs would consider the curricular aspects of the program at its meeting on December 7, 2005.

Professor Goel reminded members that the Women and Gender Studies Institute had been approved as a EDU-1 unit in June 2005. This proposal was for a 12-month course-based Master's degree, designed for students who had completed a four-year Bachelor's degree or equivalent in Women's Studies or Gender Studies, with at least a B+ average.

Professor Goel explained that scholarship in Women's Studies and Gender Studies had developed rapidly over the past 30 years, and that free-standing master and doctoral programs were being offered by many peer institutions. He noted that the University currently had a successful Collaborative Program for graduate students enrolled in over 25 academic units.

Professor Goel informed members that the resources required for the proposed program would be provided by the Faculty of Arts and Science. The Faculty had agreed that a cohort of ten MA students in the program would be covered by the graduate funding guarantee for one year each, with the costs being shared by the Women and Gender Studies Institute and the Faculty.

A member commented that providing a funding guarantee to students registered in a one-year Master's program was innovative. Professor Pfeiffer noted that departments had the flexibility to provide funding for one year of Master's studies.

A member asked about teaching assistantships. Professor Howson replied that Teaching Assistants would be placed in the unit's undergraduate programs.

6. **School of Graduate Studies: Proposal for a Master's Program in Women and Gender Studies** (cont'd)

On motion duly moved and seconded,

YOUR COMMITTEE CONCURS WITH THE RECOMMENDATION
OF THE COMMITTEE ON ACADEMIC POLICY AND PROGRAMS

THAT the Master of Arts in Women and Gender Studies at the Faculty of Arts and Science be approved, effective September 2006.

7. **Capital Plan: Report on Projects in Excess of \$2 million**

The Chair reminded members that the item was for information. The Committee received an updated list of Capital Projects at meetings at which approval was sought for a capital project.

Ms Sisam explained that, in February 2005, the Governing Council had approved a set of criteria for the selection of capital projects. The Capital Projects Table that had been distributed to members provided a detailed breakdown by sector of all buildings and projects having a value of over \$2 million undertaken within the approved Capital Plan. Each project had been identified with cost and funding information as it moved through the planning and implementation stages through to completion.

Ms Sisam noted that the total amount of borrowing required was currently \$693.24 million, which reflected actual project costs. This was a slight reduction from the projected total borrowing of \$695.17 million that had been predicted in June 2005. The Capital Projects Table had been updated to reflect the status of capital projects highlighted below.

- **Current Capital Plan** (Full governance approval in final planning/implementation stage.)

Section 1a: Concluded Projects

UTSC:	Arts & Administration Building Infrastructure Cooling Towers Food Services
Health Sciences:	Terrence Donnelly Centre for Cellular and Biomolecular Research Health Sciences Centre – 155 College Street
Campus:	Lash Miller Courtyard
Other Faculties:	Library storage facilities Woodsworth Basement and 1 st Floor
Residence:	University College Residence
Arts & Science:	Mathematics Phase 1 Sidney Smith Patio

Section 1b: Projects under construction or being acquired

UTM:	Academic Learning Centre Residence Phase 8
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7. Capital Plan: Report on Projects in Excess of \$2 million (cont'd)

Section 1c: Projects at pre-tender or tender stage

UTSC:	Science Facilities Infrastructure Chillers Phase 4
Campus:	Multi-Faith Centre Varsity Centre
Arts & Science:	Humanities Building – Medical Arts Building

A member observed that the total projected borrowing required to fund priority projects totaled \$73 million. Of this, \$41 million had been estimated for projects that were moving forward with conditions. Professor Goel replied that allocations for notional borrowing had been provided for planning purposes. A cap of \$750 million for borrowing had been set by the Business Board in 2004. Several projects had active fundraising initiatives, and had been approved on the basis of contingent borrowing.

Funds that had been received from the provincial government at the end of the 2005 fiscal year had been used to off-set borrowing. While new funding would be provided for graduate enrolment expansion, it would be in the form of a loan, and therefore additional borrowing would be required. The administration expected to request approval from the Business Board for an increase in the borrowing cap in 2006.

A member noted the high estimated cost of deferred maintenance, and asked how this was being addressed. Professor Goel replied that the Business Board received an annual report on deferred maintenance, and an annual allocation was now being made to deferred maintenance from the operating budget. This past year, a substantial installment of year-end money from the province had helped to address the issue. The level of deferred maintenance was being maintained overall, while being addressed in individual capital projects.

**8. Capital Project: Faculty of Dentistry – Project Planning Committee:
Membership and Terms of Reference**

The Committee received for information the membership and terms of reference for the Project Planning Committee for the Capital Project in the Faculty of Dentistry. There were no questions.

**9. Capital Project: Energy Efficiency Project – Project Planning Committee:
Membership and Terms of Reference**

The Committee received for information the membership and terms of reference for the Project Planning Committee for the Energy Efficiency Project on the St. George campus. There were no questions.

**10. Capital Project: University of Toronto at Mississauga Infrastructure – Project
Planning Committee: Membership and Terms of Reference**

The Committee received for information the membership and terms of reference for the Project Planning Committee for the Capital Project on the University of Toronto at Mississauga (UTM) Infrastructure. There were no questions.

11. School of Graduate Studies: Proposal for a Collaborative Program in Aboriginal Health

Members received for information a proposal for a collaborative program in aboriginal health. The proposal had no resource implications. There were no questions.

12. Date of Next Meeting

The Chair reminded members that the next meeting of the Committee was scheduled for Tuesday, February 7, 2006 at 4:10 p.m. in the Council Chamber.

13. Other Business

The Chair noted that two members were leaving the Committee to take up new responsibilities. Professor Jim Barber, Dean of Social Work, was leaving the University to take up the position of Deputy Vice-Chancellor of RMIT University in Melbourne, Australia. Professor Robert Reisz had been appointed Chair of the Department of Biology at the University of Toronto at Mississauga, effective January 1, 2006. On behalf of the Committee, he wished them both success in their new roles.

The Chair wished all members a safe and restful holiday season.

The meeting adjourned at 5:10 p.m.

Secretary

Chair

January 4, 2006