UNIVERSITY OF TORONTO AT MISSISSAUGA
Erindale College

MINUTES OF THE ERINDALE COLLEGE COUNCIL meeting held on Thursday, October 3, 2002, at 3.15 p.m. in the Council Chamber.

Mrs. J.C. Poë was in the Chair.

1. **ADOPTION OF THE AGENDA**

   The agenda as circulated was approved. (R. Baker/B. Saville)

2. **MINUTES OF THE PREVIOUS MEETING** (March 7, 2002)

   The Minutes as circulated and posted were approved. (P. Silcox/M. Lettieri)

3. **BUSINESS ARISING FROM THE MINUTES**

   There was no business arising from the Minutes of the last meeting.

4. **REPORT OF THE VICE-PRESIDENT AND PRINCIPAL**

   Professor Ian Orchard commented that this was his first meeting of Erindale College Council. Having been associated with Governing Council and its various boards and committees, he understood and appreciated the important role that councils do, and indeed should, play in the functioning of the University.

   He observed that ECC and its standing committees should be a way for UTM to obtain effective participation from the community in decisions affecting its life - academic and otherwise. Professor Orchard stated that members of Council and its standing committees needed to play a pro-active role in identifying issues, concerns and problems that warranted their respective committee’s attention. All members should be fully aware of their responsibilities and the means available to each of them to play an effective role, and to be able to participate fully in the committees’ work. He noted that it was imperative to maintain effective channels of communication between the College’s governing bodies, and that he was pleased to see the development of the ECC web site which would be an effective means of posting information in a timely manner for the deliberations of Council and its committees. He gratefully acknowledged the work of Duncan Hill, UTM’s Webmaster, in creating the website along with Marilyn Hanna.

   The Vice-President and Principal stated that Universities in Ontario were entering a time of challenge and opportunity unprecedented over the last 30-40 years. Changes in demographics, the resulting expansion in student enrolment, a rejuvenated faculty brought
about by recruitment, the need to accommodate an increasing number of students, and
dramatic changes in both Federal and Provincial funding for research, were creating
exciting prospects for the University system. This was an opportune time to be part of a
revolution in education within Ontario and indeed the world.

Professor Orchard commented that the prospect of enrolment expansion opened up
a range of opportunities at UTM that would enable us to fully achieve our potential. UTM
would be able to build and maintain a critical mass of faculty, staff and students that would
enhance the vitality of the campus, and enable us to offer not only outstanding programs in
the core disciplines, but to develop more innovative interdisciplinary programs building on
the strength of its community. Through expansion, UTM would be able to develop a
distinct identity, linked to the City and surrounding community, and paired with the
strengths and international reputation of the University of Toronto as a whole. Students
would be exposed to even more faculty who were operating at the leading edge of their
disciplines, and to a comprehensive range of disciplinary, inter-disciplinary and
professional areas of study. He emphasized that this potential must be fully exploited and
that students must be engaged in the excitement of intellectual enquiry and discovery. The
opportunities which came with faculty renewal were enormous and Faculty recruitment
and retention were a high priority.

He announced that, as a means of enhancing both the retention and the success of
faculty, he had scheduled the first of a series of orientation sessions for new faculty the
following afternoon, which would cover such topics as the academic career cycle (including
the three-year review, tenure, teaching and research dossiers), and teaching in a diverse
environment. In addition, a renewed mentorship program for new faculty at UTM had
been implemented.

Together with expansion at the undergraduate level, which was a vital component of
the future greatness of UTM, there must be concomitant expansion at both the graduate
and professional levels to maintain the balance of UTM’s environment. Student services
and co-curricular programs must also be enhanced to provide the supportive environment
for academic success. It would, therefore, be important to ensure that the very special
center of UTM as a teaching and research-based campus was maintained and fostered
during its next development phase.

Professor Orchard confirmed that growth at UTM was already a fact, and that it
was in a phase of expansion of possibly 60% more students. In 2002-03, UTM took in an
additional 400 students above the intake in 2001-02, resulting in the fact that this campus
was approximately 700 students larger than it was two years ago. An additional 25 faculty
members had also been recruited.

Professor Orchard confirmed that Governing Council had approved, in principle,
the Framework for a New Structure of Academic Administration for the Three Campuses,
and that the University of Toronto at Mississauga should now begin to implement the principles discussed in that document. He observed that part of the restructuring process had already begun and that, at a special meeting in September, Governing Council had formally approved the creation of a Vice-Presidency at both UTM and UTSc. The Principal of UTM was now a Vice-President of the University of Toronto and Principal of UTM.

He had prepared three documents regarding the restructuring process, which had been posted on the ECC website and sent as e-mail attachments in advance of this meeting. These documents had been prepared in consultation with Principal’s Table and other senior members of the University. The first document was the position description for the Vice-Principal, Academic, the second was the position description for the Vice-Principal, Research, and the subject of the third was Planning for a Departmental Structure. Although he could have brought these items to ECC for information only, he sought ECC’s endorsement as he firmly believed that, only with the strong support of the UTM community, could outstanding individuals be attracted to the positions created by the restructuring.

The duties of the Vice-Principal, Academic and the need for someone to fill this position were described in detail in the position description. Professor Orchard observed that this position, along with that of the Vice-Principal, Research, already existed in the ECC Constitution. When asked about the timing of this appointment, he responded that, with ECC’s endorsement, the search process would begin as quickly as possible. He observed that the departmental planning process and the search for a Vice-Principal, Academic could be a parallel process. If divisions were advanced enough in their thinking and planning, it would not be necessary to wait for this appointment. It was noted, however, that this position was crucial for the implementation of the proposed new administrative structure.

Under the proposed new structure, UTM would be removed from the Faculty of Arts & Science; it was possible that the Vice-Principal, Academic would also be accorded the title and status of ‘Dean.’ Although there would be no Associate Deans, each Department would have a Chair who would report to the Vice-Principal, Academic & Dean. The UTM and UTSc Deans would have equal status with the Dean of the Faculty of Arts & Science on the St. George Campus to ensure tri-campus communication and co-operation. When asked about the size of departments, Professor Orchard responded that he would be working with Principal’s Table and other senior members of the University to come up with guidelines and criteria. He observed that one should keep in mind that, although there were currently a number of very small departments at UTM, 60% expansion was anticipated over the next several years, which would undoubtedly affect the size of some of these departments.

When asked about the fiscal implications of restructuring, and whether any funds had been committed to facilitate the restructuring process, Professor Orchard replied that the Presidents of all Ontario universities had been assured by the Provincial Government that they would receive full average funding - BIUs - for all additional students they took in. This would
generate a lot of money to the centre, which would be distributed to divisions across the University including UTM. He also noted that the Chief Administrative Officer had made provision for this in the budget presented at the last Joint Meeting of the Academic Affairs and Resource Planning & Priorities Committees, and that the cost implications had indeed been considered. 

Professor Saville moved (seconded by Professor Baker) that ECC endorse the recommendation to search for a Vice-Principal, Academic. The Chair, Professor Poë, stated that the MOTION CARRIED WITHOUT OPPOSITION.

The Vice-President & Principal observed that the creation of a Vice-Principal, Research was vital given the current emphasis on partnerships. Funding from both the Provincial and Federal Governments often involved partnering with other agencies. The incumbent would also provide a close link with the University’s Office of Research Services and the Vice-President - Research and International Relations. Discussion ensued and it was agreed that this position was essential to bringing UTM into the realm of world-class research institutions.

Professor Alloway moved (seconded by Mr. Brown) that ECC endorse the recommendation to search for a Vice-Principal - Research. The Chair, Professor Poë, stated that the MOTION CARRIED WITHOUT OPPOSITION.

The Chair observed that ECC endorsement was being sought for the concept of having a departmental structure. Professor Orchard noted that the Framework for a New Structure of Academic Administration for the Three Campuses outlined the departmental planning process. This process had also been discussed in detail at the Special Meeting of ECC which had been held in April, and which was attended by the University’s President, Provost, and the Dean of the Faculty of Arts and Science. He assured ECC that, although he was seeking its support to enter into the planning process for this, all plans would still have to go through Academic Affairs and the Resource Planning and Priorities Committees of ECC and then on to ECC for endorsement. Departmental structures would also have to be proceed through the University’s governance process and be approved by Academic Board, the Planning & Budget Committee, and Governing Council. UTFA approval would also be required for some of the changes. Discussion continued and it was clear that the status quo was not working. Potential benefits were raised including the fact that, under the proposed new arrangement, individual departments would have the ability to guide the development of their own new positions, and control over their own budgets. When asked about how Chairs would be hired, Professor Orchard responded that this would be in accordance with the Policy for Academic Staff and Librarians, and that Search Committees would be struck.

Professor Orchard observed that Biology at UTM had functioned smoothly under this arrangement for many years. Regarding its proposed removal from the Faculty of Arts and Science, Professor Orchard observed that UTM was already a multi-faculty campus given its collaboration with OISE, and the Rotman School of Management; there were also potential future graduate appointments with Engineering and Music. In response to a question, the Principal confirmed that endorsing the planning for departments was also an endorsement of the
“Restructuring” document. A question was also raised about whether the motion precluded programs (such as CCIT, Environmental Studies) being interdisciplinary in the future, and Professor Orchard responded that it did not. 

Professor Saville moved (seconded by Professor Schneider) that ECC endorse the initiation of a planning process for departments at UTM. The Chair, Professor Poë, stated that the MOTION CARRIED WITHOUT OPPOSITION.

5. REPORTS OF STANDING COMMITTEES FOR 2002-03

(1) Academic Affairs Committee  
   Business to be discussed:  
   Election of New Chair  
   Terms of Reference for Library Sub-Committee  
   Enrolments  
   Position of New Registrar and Director of Enrolment Management  

(2) College Affairs Committee  
   Business to be discussed:  
   Election of New Chair  
   Report from the Career Centre  
   Parking and Ancillary Budgets  

(3) Computing and Data Communication Committee  
   Business to be discussed:  
   Election of New Chair  
   Success of New System of Computing Service including Trouble Ticket  
   Installation of New Computers on Campus  

(4) Resource Planning and Priorities Committee  
   Business to be discussed:  
   Continuing discussions on building plans and budgets  
   Priorities with respect to the original Master Plan  

6. NOTICE OF MOTION

NOTICE OF MOTION was given regarding proposed changes to the Erindale College Constitution (see UTM website for draft). This would be discussed at the next meeting of ECC on Thursday, October 24, 2002.

7. NEW BUSINESS

The Chief Administrative Officer, Paul Donoghue, provided ECC with an update on construction on campus. He observed that major delays and cost increases had been associated with the high water table. He was pleased to report that Parking Lot #9 had been completed in time for classes. The CABB facility would be ready for occupancy by late October, although work on the exterior of the building would continue. Although the water table had rendered the
Residence Project five weeks behind schedule, it was anticipated that the Phase VII project would be completed by August 2003. (Mr. Donoghue noted that Phases VIII and IX were currently under discussion). There had been problems with the CCIT underground parking garage as well. Completion of the garage was expected by the end of December with the building proper starting in January. He commented that CCIT was a complex design and that it would undoubtedly take longer than 12 months to complete. He felt that April 2004 was a reasonable target for this project.

8. OTHER BUSINESS

No other business was introduced.

9. NEXT MEETING

The next meeting of ECC was scheduled for Thursday, October 24, 2002 at 3.15 p.m.

10. ADJOURNMENT

The meeting adjourned at 5.05 p.m.