

## Seeing The Future



By Rhea Seymour

The new Principal of UTM doesn't own a crystal ball. But Ian Orchard certainly has a clear view of the future. And it's all about growth, innovation and continued excellence at UTM.

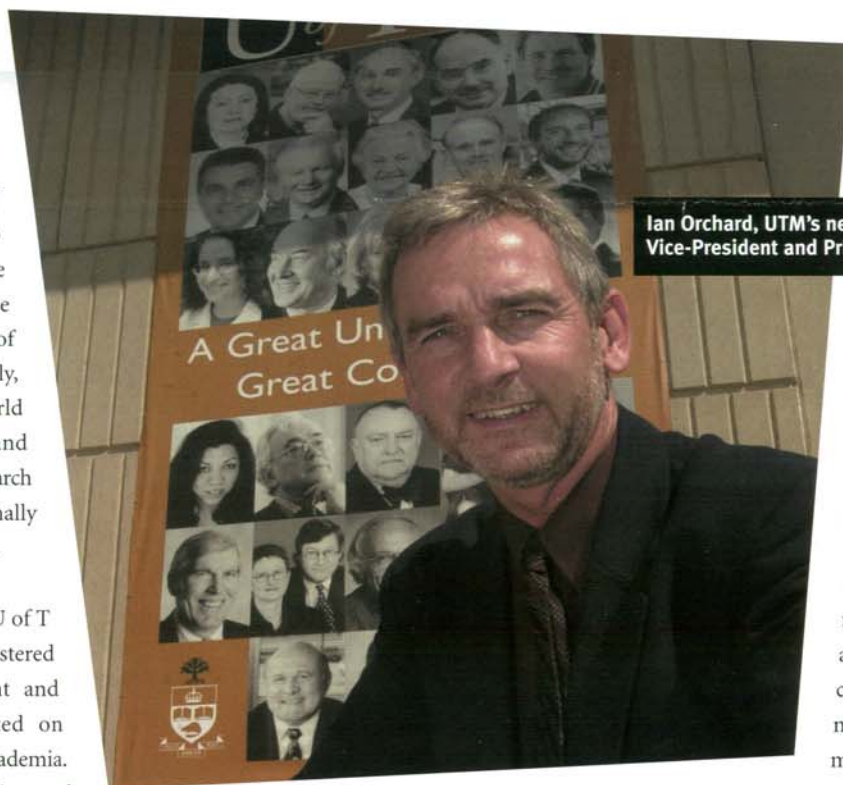
At a ceremony on November 7th, 2002, Orchard was officially installed as Vice-President and Principal of UTM to the delight of an enthusiastic crowd of hundreds of UTM faculty, staff, students and honoured guests. During his twenty-year career at U of T, Orchard has balanced teaching, research and administration. After joining the faculty as an Assistant Professor of Zoology in 1982, he went on to hold several key administrative positions, including the Associate Dean of Sciences in the Faculty of Arts and Science and most recently, Vice-Provost, Students. As a world leader in insect neurobiology and neuroendocrinology, Orchard's research has been published in internationally recognized peer-reviewed journals.

Before Master of Ceremonies and U of T President Robert Birgeneau administered the oath of office, Vice-President and Provost Shirley Neuman reflected on Orchard's distinguished career in academia. "He's well-known for his integrity and deeply respected for his willingness to carefully listen to diverging points of view," said Neuman. "Ian Orchard is a scholar, teacher, academic and leader of the highest order."

And that's why he's the perfect person to guide UTM during the next eight years and its greatest period of development since opening its doors 35 years ago. Here's what's in store for the future:

### A REVOLUTION FROM WITHIN

UTM is in the midst of creating its own distinct identity. While it will always be an integral part of U of T, the Mississauga campus is poised to achieve greater autonomy, thanks to major restructuring. At a Governing Council meeting in September, members approved a tri-campus administrative reorganization. In the coming months, UTM will officially become a multi-department division of the U of T, with its own departments and Chairs. "That's going to allow us to create a unique flavour of university teaching and research," Orchard says.



Ian Orchard, UTM's new Vice-President and Principal.

With these new constitutional changes, UTM will no longer be considered a college. When the Mississauga campus was created, it was established as a college within the St. George Faculty of Arts and Science. But as it has grown, UTM has become a multi-faceted faculty outside of Arts and Science. "The restructuring formally removes UTM from the Faculty of Arts and Science and says that UTM is not a component of that," says Orchard. "It's much larger. It's now an autonomous, multi-department division."

Besides developing new departments, Orchard is considering establishing several new cooperative ventures with other faculties at U of T. He's currently in discussions with the Faculty of Applied Science and Engineering at U of T about the possibility of bringing engineering to the campus. Orchard is also interested in forging links with U of T's Faculty of Music and with OISE/U of T, possibly creating a concurrent five-year program at UTM that combines a Bachelor of Education with a Bachelor of Arts or a Bachelor of Science. →

“We need to develop and promote our strengths, and this will lead to a distinct identity, and one that differentiates us from the Toronto campus,” he says. “For example, we will not be mirroring all of the programs and departments downtown since we can’t become that large. But by focusing on our strengths, we can create a critical mass in distinct areas, which allows us to be competitive at the international level.”

Along with links with faculties, Orchard is also discussing establishing a partnership with the School of Continuing Studies at U of T, to offer continuing studies through the UTM Campus. It would offer several advantages, he says, including outreach to underrepresented groups in the community, linkages to alumni and assistance in the economic development of Mississauga and its surrounding areas.

### STRENGTH IN NUMBERS

The new departmental set-up—and the plans for a wider range of faculties—will help UTM accommodate its expanding student body. Starting in the fall of 2003, thousands of extra students will enter the post-secondary system because of demographic changes and the double-cohort (students will be graduating from Grade 12 from the accelerated OAC program but there will still be graduates from Grade 13).

More students enrolling at UTM during the coming years will enhance the campus on a number of levels, explains Orchard. “Because of changes to government funding programs, as the student base increases, UTM now receives more money from the government to hire new faculty and staff, create more residence space, expand student services and build new buildings. Enrolment expansion opens up a range of opportunities at UTM that will enable it to fully achieve its potential.”

With more money to hire new teachers, UTM’s faculty is also getting a healthy makeover. Besides hiring professors to teach the growing numbers of students, UTM will be “rejuvenated” by recruiting new talent to replace retiring faculty members. Indeed, 25 new faculty members were already hired for 2002 and 37 more will come on board for 2003. “UTM professors who were hired 30 years ago are now in their 60s and retiring,” Orchard says. “It’s a great opportunity to rejig things. We can decide if we want to keep certain research areas or expand into other cutting-edge ones. We now have the opportunity and flexibility to decide where we want the campus to go.”

Renewing staff ensures that UTM will continue to promote excellent teaching and provides a boon to all areas of research. “By hiring new staff, we can begin to reach critical mass in certain areas,” Orchard explains. “If you have 10 faculty in a discipline and you increase it to 18, they can do a lot more. It creates synergism.”

### BUILDING BLOCKS OF SUCCESS

To meet the needs of students and facilitate new programs, an intense period of building on campus is already underway. The expansion of The Centre for Applied Biosciences and Biotechnology (CABB) was unveiled in November 2002. The new 200-bed student residence is nearing completion and will

open in 2003. And the Communication, Culture & Information Technology building, to house the new program of the same name, is slated to open in 2004.

Thanks to students who agreed to pay a levy to help build it, UTM is ready to start building a new Athletic and Wellness Centre. Student contributions totaled \$14 million and U of T is matching them with another \$7 million. “But we’d like to build a larger facility,” Orchard says, “so we’re looking for partners in the community, such as the city of Mississauga and local hospitals.”

Because of increased student enrolment, UTM also needs a new student services plaza to house more academic counseling, a larger bookstore, more registrarial services, and more study and student space. And a plan is in the works to create The Biotechnology Convergence Centre (BIOTECC), which will capitalize on UTM’s growing expertise in the biosciences and biotechnology, and the concentration of biomedical, biotechnology and pharmaceutical companies in the city of Mississauga. Its activities will include education, the creation and nurturing of innovative technologies and research and development.

Without more funding, it will be difficult to make UTM’s expansion plans—which also include science facilities and a library—a reality. “In order to expand by 30 percent, we got money from SuperBuild and funded some building ourselves,” says Orchard. “We need another round of government funding to expand 60 percent or complete our expansion.”

The future of UTM is important to staff, students and faculty members. And they’re not the only ones. “What UTM grows into is extremely important to the City and region,” said Mayor Hazel McCallion during Orchard’s installation ceremony. “It’s a great asset and a vital part of the community.”

With top-notch teachers and staff, first-rate programs and cutting-edge research and facilities, UTM is already recognized as a regional resource. And it’s *en route* to becoming a world-renowned institution. With Ian Orchard at the helm, there’s no doubt it will get there. **UTM**



Ian Orchard and Ulli Krull check out a lab in the new Centre for Applied Biosciences and Biotechnology.



Ian Orchard, Ignat Kanef and William G. Davis examining the Order of Stara Planina.



Ian Orchard with U of T colleagues including: front row (l-r) Shirley Newman (V-P and Provost), Orchard (V-P and Principal, UTM) and Felix Chee (V-P, Business Affairs and CFO) Back row (l-r) R. Paul Thompson (V-P and Principal & Dean, UTS), Robert Birgeneau (President), Sheldon Levy (V-P, Government & Institutional Relations), Angela Hildyard (V-P, Human Resources), Jon S. Dellandrea (V-P and CAO), and Carolyn Tuohy (V-P, Policy Development and Associate Provost & Acting V-P, Research and International Relations).