



**Minutes of the Faculty Council Meeting of  
Tuesday, February 25, 2014  
12:10 - 2:00 p.m.  
Michael E. Charles Council Chamber, Galbraith Building**

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**Present:**

Tony Sinclair (Speaker)

Dionne Aleman

Grant Allen

Cristina Amon (Dean)

Joe Baptista

Jason Bazylak

Amy Bilton

Colin Bradley

Mirielle Broucke

Sharon Brown

Markus Bussmann

Tim Chan

Anthony Chan Carusone

Alan Chong

Matthew Daly

Jeremy Dang

Jim Davis

Eric Diller

Khuong Doan

Natalie Enright Jerger

Uwe Erb

Carolyn Farrell

Meric Gertler

Krisztina Harmath

Jennifer Hsu

Chen (Johnny) Huai

Greg Jamieson

Charles Q. Jia

Bryan Karney

Nazir Kherani

Don W. Kirk

Mark Kortschot

Hans Kunov

Elias Kyriacou

Chi-Guhn Lee

Ofer Levi

Antonio Liscidini

Kurtis Matin-Sturmey

Susan McCahan

Barbara McCann

Paul Milgram

Eric J. Miller

Farid Najm

Graeme Norval

Khandker Nurul Habib

Jeffrey A. Packer

Doug D. Perovic

Jane Phillips

Doug Reeve

Matthew Roorda

Amer S. Shalaby

Brent E. Sleep

Micah Stickel

Kenneth Tallman

Steven J. Thorpe

Shreyas Upadhyay

Shahrokh Valaee

Kevin Vincze

Peter Weiss

Lydia Wilkinson

Christopher Yip

Edmond Young

Wei Yu

**Regrets:**

Brian Corman  
Brenda McCabe

**Guests:**

Norman Curtis	Jon Obnamia
Sonia de Buglio	Dan Pettigrew
Lobna El Gammal	Stephanie Rose
Jan Haugan	Adam Rosenfield
Cecilia Konney	Celeste Taylor
Lesley Mak	Alex Tichine
Anthony Morra	Caroline Ziegler
Tom Nault	

**1. Welcome / Adoption of Agenda**

The Speaker, Tony Sinclair, thanked members joining the third Faculty Council meeting of the 2013-2014 academic year and welcomed all present, including student members and University of Toronto President Meric Gertler.

The Speaker noted that the agenda and documents were distributed on February 10, and on a motion duly moved, seconded and carried, it was resolved –

THAT the agenda be adopted.

**2. Address from President Meric Gertler**

President Meric Gertler thanked the Speaker and members for inviting him to address our Faculty Council, commenting on the importance of governance as a building block of the University's success, and acknowledging the importance of senior leadership being in contact with students, faculty and staff in order to learn first-hand what goes on at the University.

He expressed his admiration and appreciation of our Faculty, noting that it is one of the "jewels in the crown" of the University, and stated that our accomplishments, achievements and recognition are a testament to the hard work and leadership of Dean Amon and her team.

President Gertler reviewed the core values of the University, which focus on research and teaching excellence, access, and outreach to the surrounding community. He discussed the challenges facing the University, such as the erosion of public funding, the pressure from the provincial government to produce job-ready graduates, and the undermining of our status as a preferred producer of knowledge by the online world.

To meet these challenges and retain its standing, the University can undertake three strategies: it can leverage more fully its regional location, continue to re-think undergraduate education, and strengthen its international partnerships. President Gertler acknowledged that our Faculty is already implementing these strategies and described ways in which we can continue to build upon our successes.

The first strategy of leveraging more fully our location within the GTA will make it easier to attract and retain top-quality faculty, staff and students. It will build good will, strengthen existing partnerships, and is the right thing to do for a publicly-assisted institution of our stature. Leveraging our location can be done by identifying and scaling up successful outreach activities and partnerships across all three campuses, and seeking new opportunities to open up the campuses to their surrounding communities. In doing so, we will be positioned to conduct compelling discussions on topical urban issues, such as the mayoralty race that is now underway.

FASE is already leading the way on these fronts with far-sighted and exciting initiatives such as its DEEP, ENGage, WISE, and Engineering without Borders programs. Its work reaches beyond greater Toronto, to the international community as demonstrated by its ability to host world-leading experts in areas such as low-energy housing, sustainability, transportation and transit planning, air quality and emissions. President Gertler commended the proposal before Council to create the University of Toronto Transportation Research Institute, and the new Master of Engineering in Cities Engineering and Management program in Civil Engineering.

The second strategy, re-thinking undergraduate education, centres on balancing the continued and well-justified pressure to prepare graduates with the skills for a lifetime of success and fulfillment, with the University's focus on the core competencies of an undergraduate education, which include problem solving, creativity, communication, leadership, cultural sensitivity, resilience, and research acumen. FASE is developing these core competencies through exciting and world-leading initiatives such as ILead, the Skoll BAsC/MBA, the Entrepreneurship Hatchery, and PEY.

Regarding the third strategy of strengthening international partnerships, President Gertler commented that during his first few months in office he had the privilege of presiding at the Asia Pacific Graduation Ceremony in China, along with Dean Amon and several other Deans from the University. While in China, he also participated directly in the University's Boundless advancement campaign by connecting with key universities and institutions located there. Other examples of international partnerships are the delegation from the Technion Israel Institute of Technology that the University recently hosted, and the 2013 Joint University of Toronto-Universidade de São Paulo Oncology Conference.

Many of these international partnerships are built, bottom-up, at the faculty level. This is evident by the rising number of co-authored research publications and the number of international students enrolled at the University: in FASE, this accounts for 25% of undergraduate students.

It will be mutually beneficial for the University to continue to partner with institutions of comparable quality and standing, as well as those that are rising in world rankings, such as São Paulo. In addition, we should consider who these institutions themselves are partnering and interacting with, as well as institutions located in other great urban centres.

President Gertler described the role of the University's Central Administration and how it incentivizes, encourages and co-ordinates multi-Divisional efforts across its three campuses. He discussed the role of Faculty Councils, which sit at the intersection of faculty and the University's mission, and are recently-empowered to recommend for approval proposals for new academic programs, and to approve proposals for major and minor modifications to existing academic programs. He concluded by stating that the importance of Faculty Councils will grow, not lessen, as we continue to meet the challenges and opportunities facing the University, and that he is confident of our Faculty's bright future. He then invited questions and comments.

Dean Amon thanked President Gertler for sharing his vision of the University, and for articulating and connecting the University's and Faculty's strategies. She agreed that FASE will continue to be a major contributor to the success of the University.

The Dean asked President Gertler if he could expand on one or two new actions our Faculty can take to further UofT's mission. Citing examples of the Hatchery and the new Centre for Engineering Innovation & Entrepreneurship, the President suggested that FASE – as one of the institution's most vibrant epicentres of innovation and entrepreneurship – could do a better job of telling its stories, and in scaling up and replicating its successes.

The President was asked to elaborate on his earlier comment about incentivizing Divisional efforts. He responded that some incentives are built into the University's three strategies, for example, helping to build a stronger GTA will automatically benefit the institution. He also said that local interactions between students and faculty, as well as larger scale interactions between the Faculty and the world around it, are beneficial to all, and noted that FASE is particularly adept at crossing these boundaries.

The Engineering Alumni Association President stated that alumni members share President Gertler's vision and support the Faculty and the University, and he encouraged the President to make use of them. President Gertler said that he has spent a considerable amount of time recently with alumni, and hopes to tap into this resource better in future, particularly regarding their input and assistance on recruitment, admissions, and placements.

A member referred to the President's comments on leveraging the urban environment and described some of the initiatives taken by her department, such as partnering with neighbouring colleges and private schools. President Gertler agreed that these are the types of initiatives he has in mind, and mentioned how the work being done in the areas of transportation issues, transit funding and infrastructure directly or indirectly affects every educational institution in the area.

Another member asked how the Centre might reduce the increasing level of bureaucratic paperwork. The President agreed that this is an ongoing issue. He cited the recently-struck Divisional Advancement Committee, whose membership includes Deans, as a means to give Divisions a voice in setting and controlling administrative budgets. The work of this Committee represents a shift in focus from dollars spent, to impact and effectiveness. President Gertler went on to say that the University's staff and academic administrator levels are extremely thin when compared to other universities, and that this has resulted in a very smart and efficient approach to operations. He said that the University will do everything it can to lighten the administrative burden, and mentioned as an example the recent review of the School of Graduate Studies, which will result in reduced regulatory burden and enhanced co-ordination.

A member said he appreciated the President's comments on undergraduate education, in particular how the University struggles to address the demand for skills over competencies, and asked how we can balance fewer resources with a need to innovate. President Gertler responded that having fewer resources has forced UofT to be extremely innovative: we have the lowest public funding in our jurisdiction, but also the highest rankings. The University is engaged with Queen's Park over differentiation, the province's commitment to a Strategic Mandate Agreement that will allow universities to carve out distinctive roles, and this will be linked to resources. Also mentioned was the federal government's recently-announced Research Excellence Fund, which promises \$1.5 billion over the next 10 years to support the global competitiveness of Canadian post-secondary research.

The President thanked the Speaker and Council members for their questions and comments.

### **3. Adoption of Minutes of the Previous Meeting**

No errors or omissions were noted on the minutes of the previous meeting. On a regular motion duly moved, seconded and carried, it was resolved –

THAT the minutes of the meeting of December 11, 2013 be approved as circulated.

#### **4. Introduction of New Faculty**

Jean Zu, Chair of the Department of Mechanical and Industrial Engineering, introduced her new faculty members, Amy Bilton and Eric Diller.

#### **5. Report of the Dean**

Dean Amon then welcomed members to Faculty Council and provided the following remarks.

##### **(a) Update on the Centre for Engineering Innovation & Entrepreneurship**

At the last Council meeting, Dean Amon described changes to the design of the Centre for Engineering Innovation & Entrepreneurship. Since that time, we have continued to make progress and over the past few weeks, the University's Planning & Budget Committee, its Business Board and its Academic Board have approved the new building. This Thursday, final approval from Governing Council is expected. We are also working with the City to move the approval process along, and are optimistic that this will go to the Committee of Adjustments rather than Rezoning.

This enormous undertaking is not possible without the dedication and support of many of our faculty, staff, students, alumni and donors. Indeed, our undergraduate students attended each of the previously mentioned University meetings to show their support.

A further update on the status of the CEIE will be made at our April Council meeting, where the Dean hopes to officially announce a fall ground-breaking date.

A member expressed concern about the consultation process followed regarding the building's design, saying that she had only recently heard about the design although the architect was already selected and the design process underway. She said that other recently constructed buildings on campus seem to be missing the "human element" of design, focusing solely on the architect's vision, and asked how these sometimes competing interests have been balanced for CEIE. The Dean responded that the consultation process – which has included presentations within departments and town hall meetings – has been underway for some time, and that the design team has worked closely with the architects to ensure the building is both attractive but most importantly functional and energy-efficient. As an example, the planned 500-seat auditorium which, with its 4-6 seat tables, will allow students to interact both within their small groups as well as with the front podium. The external envelope of CEIE has been approved, but the architect and design team are still working on the building's internal design, including lab space. Dean Amon encouraged members who would like to provide further input to contact Professor Emeritus Ron Venter, leader of the building's Project Planning Committee.

**(b) Undergraduate and Graduate Applications**

Our Faculty has had another record-setting year for applications, both for undergraduate and graduate students, which is evident in the quality of students in our classrooms. We are well underway to reach our goal of 60% undergraduate and 40% graduate students.

We received 11,215 applications for 1,130 undergraduate spots, up 11% overall from last year. Those received from outside of Ontario increased 29% since the same period last year. This fall, one in 10 applicants will have a place in our undergraduate programs.

Our graduate numbers also continue to rise. We have already exceeded our target of 2,000 graduate students by 2015, and, this year total graduate applications are up approximately 20% over the same time last year in most categories, including domestic and international.

When looking at applications, faculty are encouraged to increase the total number of domestic graduate students, which will allow us take advantage of the Vice-President and Provost's Doctoral Expansion Incentive Fund for doctoral enrolment and help meet the Provincial domestic graduate student growth.

A member commented that since we admit only 10% of domestic undergraduate applicants, the difference between some of the students we accept and those we do not is minimal. He asked if there is a desire to bring into play other factors when examining student applications. The Dean responded that our Faculty is interested in looking at other criteria represented by the students we would like to attract, such as their leadership potential. A working group has been struck to examine this complementary information, and will report their recommendations to Council at a later date.

**(c) Celebrating Engineering Excellence**

Each year, our Faculty comes together to recognize the recipients of major honours, awards and research grants, and to celebrate our successes. This year, our 7th annual Celebrating Engineering Excellence reception is in GB202 on April 23 from 4:00-6:00 pm, and all are welcome to attend.

The Dean thanked the Faculty for its leadership and hard work, which – by any metric – have led to a truly remarkable academic year.

**6. Establishment of UTTRI as an EDU:C**

The Speaker noted that the following is a special motion, requiring a 2/3 majority of members present and voting to carry.

Brent Sleep, Chair of the Department of Civil Engineering, introduced Report 3416, a proposal to establish the University of Toronto Transportation Research Institute as an extra-departmental unit, type C (EDU:C). Eric Miller of Civil Engineering presented the report, discussing the Institute's history and the advantages of elevating it to an EDU:C, and reiterated President Gertler's comments on the impact UTTRI's research will have on the local community and worldwide.

At the conclusion of the presentation, the following special motion was moved –

THAT the Faculty establish the University of Toronto Transportation Research Institute (UTTRI) as an Extra-Departmental Unit:C (EDU:C), effective immediately, with the mandate to engage in research projects with industry and government, provide research-based evidence to address practical problems in transportation policy analysis and decision-making, enhance the training of highly qualified transportation-related personnel, and increase the external profile of the Department of Civil Engineering, the Faculty of Applied Science and Engineering and the University of Toronto.

A member noted that TTC CEO Andy Byford will be speaking at an event sponsored by ILead to share his leadership journey and to discuss the complex issues of running mass transportation systems. This event will take place in GB202 at 6:00 pm on February 26, and all are welcome to attend.

The motion was carried.

#### **7. Proposed Dates for the Summer Session in the 2014-2015 Academic Year**

Graeme Norval, Chair of the Undergraduate Curriculum Committee, presented Report 3420 Revised, explaining that Faculty Council has traditionally approved the session dates for only the fall and winter terms, not the summer T program dates. The Committee proposes that, day-forward, all of the session dates proceed together through a single governance cycle every year. Since the 2014-2015 fall and winter session dates have already been approved, the 2014-2015 summer session dates are now before Council.

At the conclusion of the presentation, the following regular motion was moved –

THAT the proposed dates for the summer session in the 2014-2015 academic year be approved.

There was no discussion and the motion was carried.

## **8. Reports and Recommendations of Standing Committees**

The following items are for Council's information.

### **(a) EGEC Update**

Markus Bussmann, Chair of the Engineering Graduate Education Committee, presented 3418, which lists two new courses and the removal of the oral examination requirement in the Department of Chemical Engineering and Applied Chemistry's full-time, part-time and extended full-time MEng program.

There was no discussion and the report was received for information.

### **(b) Minor Curriculum Changes for the 2014-2015 Academic Year**

Graeme Norval, Chair of the Undergraduate Curriculum Committee, presented Report 3419, minor curriculum changes for the upcoming academic year. These include the delisting of GGR221 "New Economic Spaces" from the Engineering Business Minor in the Cross-Disciplinary Programs Office, and switching the terms in which some courses are taught in the departments of Electrical and Computer Engineering, Mechanical and Industrial Engineering, and Materials Science and Engineering.

There was no discussion and the report was received for information.

## **9. Other Business**

There was no other business.

## **10. Date of Next Meeting**

In order to avoid a conflict with the undergraduate students' Study Day, the final Faculty Council meeting of the academic year was rescheduled from April 11 to April 7, 2014.

## **11. Adjournment**

The meeting was adjourned at 1:40 p.m.