

UNIVERSITY OF TORONTO

THE GOVERNING COUNCIL

REPORT NUMBER 214 OF THE BUSINESS BOARD

Monday, November 3, 2014

To the Governing Council,
University of Toronto.

Your Board reports that it met on Monday, November 3, 2014 at 5:00 p.m. in the Council Chamber, Simcoe Hall, with the following members present:

Mr. W. John Switzer (Chair)
Ms N. Jane Pepino (Vice-Chair)
Professor Meric Gertler, President
Professor Scott Mabury,
Vice-President, University Operations
Mr. David Norris Bowden
Ms Caitlin Campisi
Mr. Ben Coleman
Mr. Jeff Collins
Ms Sara Gelgor
Mr. Gary D. Goldberg
Professor Avrum Gotlieb
Mr. Paul Handley
Mr. Arthur Heinmaa
Mr. William Hewitt
Mr. Mark Krembil
Ms. Nancy Carolyn Lee
Mr. John Paul Morgan
Ms Catherine Riddell
Mr. Christopher Thatcher
Mr. Keith Thomas

Presidential Assessors

In Attendance:

Mr. Bob Boeckner, Member, Audit Committee

Ms Gillian Morrison, AVP, Divisional Relations and Campaigns, University Advancement
Professor Catherine Whiteside, Dean, Faculty of Medicine and Vice-Provost, Relations with
Healthcare Institutions

Ms Lucy Chung, Director, Infrastructure Planning, Faculty of Arts and Science
Ms Nadina Jamison, Executive Director, Stakeholder Relations & Strategic Initiatives

Ms Sheila Brown, Voting Assessor
Ms Christine E. Burke, Non-Voting Assessor
Mr. Paul Donoghue, Non-Voting Assessor
Ms Sally Garner, Non-Voting Assessor
Mr. Malcolm Lawrie, Non-Voting Assessor
Mr. David Palmer, Non-Voting Assessor
Mr. Ron Swail, Non-Voting Assessor
Ms Judith Wolfson, Vice-President, University
Relations

Secretariat:

Mr. David Walders, Secretary
Ms Amorell Saunders-N'Daw

Regrets:

Mr. Ian Freedman
Professor Angela Hildyard
Professor Edward Iacobucci
Ms Paulette Kennedy

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Ms Tanya Kreinin Acting Senior Executive Director in Advancement of Communications & Marketing

Ms Kim McLean, Chief Administrative Officer

Dr. Pierre Piché, Controller & Director Financial Services

Professor Jay Pratt, Vice-Dean Research and Infrastructure

Ms Kimberly Yeh, Director, University Relations

Professor John Coleman, Department of Cell and Systems Biology

Professor Don Jackson, Department of Ecology and Evolutionary Biology

Mr. Jonathan Lawrence, PricewaterhouseCoopers

Mr. Geoff Leverton, PricewaterhouseCoopers

Mr. Domenic Marino, PricewaterhouseCoopers

Mr. Andrew Salem, Cassels, Brock

Mr. Sean Rowe, PricewaterhouseCoopers

ALL ITEMS ARE REPORTED TO THE GOVERNING COUNCIL FOR INFORMATION.

On a motion duly made, seconded and carried,

It was Resolved

THAT pursuant to section 33(i) of By-Law Number 2, the Board meet *in camera* to consider agenda items 1-3 On a motion duly made, seconded and carried,

1. Capital Project: Ramsay Wright Building Teaching Laboratories Upgrades

a. Financing Requirement

On motion duly moved, seconded and carried

YOUR BOARD RECOMMENDED

THAT the Vice President, University Operations' recommendation, as outlined in the memorandum dated October 23, 2014 be approved.

b. Execution of Project

On motion duly moved, seconded and carried

YOUR BOARD APPROVED

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THAT Professor Scott Mabury, Vice-President University Operations, be authorized to implement the project for the Ramsay Wright Building Teaching Laboratories Upgrade, as outlined in the memo dated October 23, 2014.

2. Real Estate Transaction: Information Update

Professor Mabury, Dean Whiteside and President Gertler provided an update on a real estate transaction that was originally discussed during the *in camera* portion of the September 22, 2014 meeting of the Business Board. The update provided additional information regarding the financial aspects of the transaction and described both the material and strategic significance of the project to the University.

3. Reports of the Administrative Assessors (oral reports)

There were no reports from the Administrative Assessors.

The Board moved into open session.

OPEN SESSION ITEMS: FOR INFORMATION

4. Three Priorities: A Discussion (Professor Meric Gertler, President)

President Gertler referred to his installation address in November 2013, and noted that he had identified three priorities to help the University to achieve the goals that had been set out in its long-term planning document, *Towards 2030*.

President Gertler noted that the three priorities were mutually reinforcing. He outlined how each of these placed the University closer to achieving its long-term goals. The three priorities¹ were:

Leverage The University of Toronto's Urban Location

- The University's location in the Greater Toronto Area (GTA) enabled it to attract and retain among the best teaching and research talent, students, and staff in the world.
- Through its research, teaching, and partnerships, the University would continue to focus on a diverse range of critical urban issues to the benefit of the communities and the University itself. The University would highlight and celebrate its achievements in making a positive impact on the lives of local residents in the GTA.

¹ To access President Gertler's presentation, please follow this link: <http://uoft.me/BB2014Nov3item4>

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- The University would continue to strengthen its reputation as a city builder, both in a literal sense, and through collaborative outreach efforts with key government, donor and community partners.

Strengthening International Partnerships

- The University continued to generate interest for collaborations from peer institutions across the globe.
- The University would carefully build on this interest to invest in deepening its partnerships in key areas that would be mutually beneficial to itself and its partners, and would do so in a strategic way.
- Such partnerships would enhance the University's profile in its ability to work on global challenges; to attract and retain talented faculty and students; create well-prepared global citizens; and support the objectives set out in its urban strategy.

Reinventing Undergraduate Education

- A key goal for the University was to prepare its students better for lifelong success.
- The University remained a national leader in new learning technologies – from Massive Open Online Courses (MOOCs) to online teaching tools – to complement the in-class experience of its students.
- The University had recognized that research-intensive experiential learning in a variety of settings – both local and international – could play a critical role in helping prepare students for successful careers on completion of their studies.

In the discussion that followed, a member inquired as to whether programs existed to assist undergraduate students in making the transition to graduate studies and to career paths. President Gertler provided two examples of programs designed to assist students in developing core competencies and communicating these competencies in applications for graduate studies and job applications. The first program - the STEP Forward program in the Faculty of Arts and Science - was a framework of curricular and co-curricular activities that aimed to help students integrate their academic learning and personal development. Second, he discussed the Co-Curricular Record, a University-centralized directory of the skills and experiences of students that were captured in a single document. Both programs had been very successful in assisting students with transition from undergraduate studies.

In response to a members' question about the vision of the University as a city-builder, President Gertler noted that he had consistently articulated the message that that the University was "open for business" and eager to engage in collaborative initiatives locally, nationally and

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internationally. This messaging had elicited very positive responses from a wide cross-section of audiences.

The Chair thanked President Gertler for his presentation.

5. Annual Report of the Vice-President, University Relations, 2013-14 ²

The Chair noted that the main theme of the meeting was University Relations. He invited Ms Wolfson to introduce any colleagues from her division who were present and to present her report. Ms Wolfson introduced Ms Kimberly Yeh, Director, Office of the Vice-President, University Relations.

Ms Wolfson's presentation included an overview of the following themes:

Institutional Rankings

- University Relations continued to work closely with international rankings organizations to ensure an understanding of the University's institutional measures.
- Current University rankings were impressive and, taken together, the various rankings told a consistent story of excellence at the University.

Advocacy and Engagement

- Advocacy efforts continued with the creation of funding opportunities with positive results. In particular, advocacy efforts to promote the University's differentiated role and the importance of investing in research excellence produced results with both the Provincial and Federal Government.
- Expanded engagement with Federal, Provincial and Municipal officials included the organization of focused meetings on campus, which included leading Faculty and senior University officials.

Internationalization

- The University's key international partnerships were achieved through 5 major pillars:
 - Engagement with regions, countries and cities of strategic priority;
 - Leveraging international opportunities for research, scholarship and mobility;
 - Leadership on international initiatives;
 - Quality assurance, and;
 - Increasing brand/profile.

² To access the full Report, please follow this link <http://uoft.me/BB2014Nov3item5>

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University Communications

- In 2014 the communication strategy had focused on the priorities articulated in the President’s installation address and areas of significant priority to the University including health, education, cities and entrepreneurship. There had also been a focus on internationalization and community engagement.
- Communications were about reputation and reach, continued focus on the University’s brand, and expansion into new media outlets like Instagram and Facebook.

There were no questions or comments from members.

The Chair thanked Ms Wolfson and her team for the presentation.

6. Report on Capital Projects as of October 31, 2014

a. Capital Projects: Under Construction

b. Capital Projects: Occupied

Professor Mabury provided members with brief updates on the recent opening of the Goldring Centre for High Performance Sport, the ongoing renovations at the Faculty of Law as well as renovations at One Spadina Crescent for the John H. Daniels Faculty of Architecture, Landscape, and Design. He noted that the University was exploring options to possibly consolidate Phases 1 and 2 of the One Spadina Crescent project and create a “continued phase” project, which may result in cost savings. Finally, Professor Mabury provided members with an update on the University of Toronto Libraries Downsview High-Bay Storage Expansion Project. It was anticipated that the project would be completed under budget and that the cost-sharing model - whereby the costs of storage would be shared by several Ontario universities - could, in the future, be expanded to create a Provincial or National book repository.

A member inquired about the possibility that the contingency fund allocation for the One Spadina Crescent project would be exhausted, and whether cost overages would be brought back to governance for approval. Professor Mabury replied that all options were being explored to keep the Total Project Cost (TPC) within governance - approved parameters (TPC +10% permitted for contingency), and, at present, it was hoped that it would not be necessary to bring the financing model for the project back to governance for further approval.

The Vice-Chair inquired as to the way in which site plans for proposed capital projects were revised, and whether the Design Review Committee (DRC) worked with the City of Toronto on these site plan revisions. Mr. Malcolm Lawrie replied that the membership of the DRC was being finalized, and so too were the procedures that would be implemented by the DRC with respect to when in the design review/revision process advice from Toronto City Planning would be sought.

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At the request of the Chair, Professor Mabury agreed to provide an update on sources of funding for the One Spadina Crescent project and Ms Gillian Morrison agreed to provide an update on fundraising for the project.

7. Status Report on Debt to October 31, 2014

Ms Brown indicated that she had nothing to add to the report, and there were no questions or comments from members.

8. Reports of the Administrative Assessors

Professor Mabury informed members that the Provost's annual budget reviews had begun within various divisions, and that the President would be commencing meetings with members of the senior administration to review priorities for the 2015-16 budget.

CONSENT AGENDA

On a motion duly moved, seconded, and carried

YOUR BOARD APPROVED

THAT the consent agenda be adopted.

9. Report of the Previous Meeting - Report Number 213 – September 22, 2014

The Chair notified members that a revised version of the report of the previous meeting was included in the meeting materials. The revised report, under item 18, included the sentence "Professor Mabury agreed to provide members with additional information regarding the terms of the transaction" before the resolution.

The revised report of the previous meeting was approved.

10. Business Arising from the Report of the Previous Meeting

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

CLOSING ADMINISTRATIVE ITEMS

11. Other Business

There were no items of other business.

12. Date of Next Meeting – Monday, January 26, 2015

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The meeting adjourned at 7:40 p.m.

Secretary
November 4, 2014

Chair