

UNIVERSITY OF TORONTO
THE GOVERNING COUNCIL
REPORT NUMBER 477 OF
THE EXECUTIVE COMMITTEE

Monday, December 7, 2015

To the Governing Council,
University of Toronto.

Your Committee reports that it held a meeting on Monday, December 7, 2015, at 12:00 p.m. in the Boardroom, Simcoe Hall, with the following members present:

Ms Judy Goldring, Chair Ms Shirley Hoy, Vice-Chair Professor Meric Gertler, President Mr. Faizan Sohail Akbani Ms Janet L. Ecker Mr. Gary D. Goldberg Professor Avrum I. Gotlieb Ms Claire M.C. Kennedy* Dr. Gary P. Mooney Ms Catherine Riddell Professor Janice Gross Stein Mr. W. Keith Thomas	Regrets: Ms Nancy Lee Ms Susan Froom Prof. Salvatore Spadafora Non-Voting Member: Mr. Louis R. Charpentier, Secretary of the Governing Council Secretariat: Ms Sheree Drummond Ms Cindy Ferencz-Hammond Mr. Anwar Kazimi
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*Participated by teleconference

In Attendance:

Professor Cheryl Regehr, Vice-President and Provost and Member of the Governing Council
Professor Scott Mabury, Vice-President, University Operations
Prof. Hugh Gunz, Chair, UTM Campus Council and Member of the Governing Council
Mr. Andrew Szende, Chair, University Affairs Board and Member of the Governing Council
Professor Andrea Sass-Kortsak, Chair, Academic Board and Member of the Governing Council
Ms Jane Pepino, Chair, Business Board and Member of the Governing Council*

Ms Bryn MacPherson, Office of the President

Mr. Steve Moate, Senior Council, Office of the President

Ms Nadina Jamison, Executive Director, Stakeholder Relations & Strategic Initiatives, Office of the President

Pursuant to section 28 (e) and 38 of By-Law Number 2, consideration of items 13 to 15 took place in camera.

The meeting was held in closed session.

1. Chair's Remarks

The Chair welcomed members to the meeting. With the members' approval, an item was added to the *In Camera* portion of the meeting regarding external appointments to the McLaughlin Centre Oversight Committee.

The Chair noted that the recent Council of Chairs of Ontario Universities (CCOU) Conference was very well attended by UofT governors and had contained excellent content of critical importance to the sector.

She congratulated Professor Cheryl Regehr on being named by the Women's Executive Network (WXN) as one of Canada's Most Powerful Women – Top 100 – for her work in the public sector.

She noted that this would be Mr. Louis Charpentier's last Executive Committee meeting as he would be retiring as Secretary of the Governing Council at the end of the month. In light of this, she commented on Mr. Charpentier's career and legacy noting that he had been in the important position of Secretary of the Governing Council since 1999. Over more than 36 years, he had held a variety of positions at the U of T, including at the Faculty of Medicine and in the Office of the Vice-President and Provost where he served as the Assistant Vice-Provost, Health Sciences. He had been instrumental in guiding the development and implementation of the tri-campus governance structure, and had brought his immense knowledge of the institution, and a strong and principled framework to every aspect of his work. He had provided sage advice to six Governing Council Chairs and to five Presidents. In closing, she expressed her deep respect and gratitude to Mr. Charpentier and wished him well on his retirement. At the invitation of the Chair, the President remarked that Mr. Charpentier had set a very high standard of excellence and expressed his gratitude for the guidance and advice that Mr. Charpentier had provided to him over the past two years as President.

2. Report of the President

The Chair invited the President to make his report to the Executive Committee. The President also extended his congratulations to the Provost on being named one of Canada's Top 100 Most Powerful Women and congratulated the Chair, Ms Judy Goldring, on being named a 2015 Top 100 Hall of Fame Inductee by the Women's Executive Network

The President continued his report with an overview of his trip to China, from which he had just returned. He said that it had been very successful. He advised members that he had participated in UofT's Hong Kong convocation ceremony with the Chancellor and 180 students and their families. He also attended a Gala dinner to celebrate the 20th anniversary of U of T's Hong Kong Foundation (which raises scholarship funds to support students from Hong Kong who require financial assistance to attend U of T). He noted that at the invitation of Canada's Ambassador, he had delivered a keynote address at the Canadian embassy in Beijing on the role of urban regions and universities in building future prosperity. His trip had also included an alumni reception in Shanghai, a recruitment event with principals of some of Shanghai's leading high schools, and meetings with donors and members of industry and government. Professor Gertler noted that the trip had also provided an opportunity for him to meet with the Presidents and senior leadership teams of four of China's leading universities, including Peking U, Tsinghua, Fudan, and SJTU, where strategic partnerships had been deepened and where UofT has been very warmly received.

The President provided an update on interactions with Federal government. He noted that he was in Ottawa for U15 (Canada's 15 research intensive universities) meetings during the first week of November. He commented on the fact that there were now two Science Ministers: Navdeep Bains, Minister of Innovation, Science and Economic Development and Dr. Kirsty Duncan, Minister of Science, who was a U of T Alumna and Part-time lecturer and medical geographer. He said that the Prime Minister was also expected to appoint a Chief Science Advisor. He noted as well that the Prime Minister had appointed a Minister of Environment and Climate Change – Catherine McKenna – another U of T alumna, and a lecturer at the Munk School of Global Affairs. The President remarked that he believed that these appointments signalled a greater appreciation for basic, curiosity-driven research and a greater appetite for engaging with the post-secondary sector, in consulting experts, seeking outside advice from trusted advisors, and acknowledging the importance of evidence-based policy. He also believed that there was a similar interest in knowledge translation, such as incubators, accelerators, cluster-building investments.

Still on the federal front, the President reported that it appeared that the affordability of higher education was also a priority for the Government and that improvements to the Canada Student Grant program and additional funding for co-ops, training, and aboriginal student initiatives were planned. In addition, there was a new national focus on cities and urban regions, with promised investments in infrastructure and communities, including public transit, green technologies, and social issues such as housing, childcare, and cultural investments.

The President proceeded to provide a Provincial update. He noted that the draft report from the funding formula review exercise was still under development, but was expected to be released the week of December 14. He reported that Sheldon Levy, Ontario's Deputy Minister of Training, Colleges and Universities and Suzanne Herbert, Executive Lead, University Funding Model Review had attended the most recent Executive Heads meeting at COU (the Council of Ontario Universities) and had addressed the review process and some of the contents.

The President reported that according to the 2015 Global Employability University Survey and Ranking from *Times Higher Education*, the University of Toronto was one of the top ten

universities in the world – and 3rd among public universities – when it came to the employability of its graduates.

The President continued his report with a brief update on the work of the *ad hoc* advisory committee tasked to make recommendations on the issue of divesting from fossil fuels. Following an exhaustive consultation process, the Committee was in the process of finalizing its recommendations. He explained that once he received the report from the Committee, he and the senior executive team would consider the report's findings and that he expected that he would make a final decision in the New Year. He noted that the Committee's report would be publicly released in order to encourage further dialogue on how the University might best respond to the challenges of climate change.

The President concluded his remarks with an update on the Syrian refugee initiative. He said that as previously reported the University had expanded its *Scholars at Risk* program with a new bursary for students at risk. He noted that donations had been coming in steadily. The bursaries would go to undergraduate and graduate students with refugee status in Canada, focused at first on Syrian students at risk, and broadened in the future to include other refugees who had their educations disrupted by conflict or war. The UofT had also joined with Ryerson, York, and OCAD in Ryerson's *Lifeline Syria* initiative. The initiative's goal was to help those members of the community who wished to directly sponsor – or contribute to the sponsorship of – 25 Syrian refugee families.

The President invited the Provost to update the Committee on the status of the draft policy related to the student societies matter. Professor Regehr reminded members that in August 2013, an Undergraduate Student Societies Summit had been established, which was a process that brought together representatives from the relevant full-time undergraduate student societies, and that it had produced a report, followed by an administrative response from the Provost.

She reported that one of the recommendations had been the development of a policy that articulated the principles of open, accessible and democratic operation of student societies. The goal for the policy was to confirm the autonomy of student societies and guide their democratic function, as well as outline mechanisms for conflict resolution. She noted that the societies themselves would have the internal structures and skills to resolve complaints made by their members. However, failing such resolution, and after the society's internal options had been exhausted, a mechanism was to be put in place to investigate complaints that could not be resolved at the society-level. She said that this would take the form of a Council made up mostly of students, and chaired by a University member with experience in dispute resolution. The Council could propose mediation, recommend a change in bylaws, or issue a formal reprimand. The last resort in the process would be the recommendation of sanctions or withholding of fees. The Provost noted that she continued to consult with student societies on the draft policy.

In response to a question about whether this new policy would be binding, Professor Regehr explained that discussions with student societies were still ongoing, but that once the policy was approved, all student societies would be required to adhere to it. She added that at the present

time when challenges emerged, the only option available to the Provost was to withhold fees. The new policy would provide a review of such issues by peers to provide resolution.

3. Items for Endorsement and Forwarding to the Governing Council

a. *Three Priorities: A Discussion Paper*

The Chair invited Professor Meric Gertler, to present his *Three Priorities* discussion paper.

The President noted that over the past year, he had presented his *Three Priorities* at 25 sessions attended by more than 2,000 representing all five estates (faculty, staff, students, alumni and members of the community) and that he had received thoughtful feedback. The *Three Priorities* initiative, which complimented rather than replaced the existing *Towards 2030* objectives, had been discussed at meetings of the Governing Council and its various Boards and Committees and consultation sessions had been held at individual campuses, academic divisions and departments, and in public speeches to groups such as the Toronto Region Board of Trade and the Empire Club.

President Gertler's three priorities for the University of Toronto were as follows:

1. Leverage our urban location(s) more fully, for the mutual benefit of University and City;
2. Strengthen and deepen key international partnerships by means of a well-defined strategic focus;
3. Re-imagine and reinvent undergraduate education.

He said that the document before governance, *Three Priorities: Summary Framework*, had emerged out of – and was included within – the larger *Three Priorities: A Discussion Paper*. He said that governance endorsement of the *Framework* was an important step in the Three Priorities process, allowing the university community to begin setting goals and milestones. It also encouraged each division to embrace the priorities as a foundation for their own plans.

Professor Gertler's presentation¹ included the following key points:

- The University of Toronto should continue to explore new and imaginative ways to take advantage of its three campuses in the Toronto region, and to deepen its relationships with local partners – public, private, and non-profit.
- Enhance coherence within the large, distributed community of urbanists by creating one (or possibly more) table(s) to encourage mutual discovery and cross-talk between colleagues, foster collaboration, and stimulate joint, interdisciplinary research initiatives.
- Focus on expanding learning opportunities for students by identifying the most successful examples of service/experience/research-based learning, and link these to a coherent and systematic communications plan to draw attention to these activities, to enhance

¹ A copy of the presentation is attached hereto as Attachment A.

recruitment efforts, to publicize these opportunities for existing students, and to document the impact of these activities in the wider city-region.

- Two new part-time positions had been created: a Presidential Advisor on Urban Engagement and a Special Advisor to the President, Urban Issues; both would work in close partnership with the President to advance the University's reputation as a community partner and city builder and proactively identify opportunities to leverage the University's knowledge and research expertise to develop and strengthen working relationships with civic organizations; their goal would also be to increase collaborative research opportunities between the University and the Cities of Toronto and Mississauga.
- With respect to urban outreach and partnerships, the University should expand and build upon existing partnerships such as with the ROM, UTS, the City of Toronto, the Toronto Zoo and Rouge National Park (UTSC) and at UTM, a rich history of close collaboration with municipal government and community organizations.
- Enhance the University's city-building credentials and strengthen relations with neighbours where necessary.
- The university should revisit its international priorities by country, guided by a clear strategic rationale for deepening partnerships with key institutions.
- The university should also look for new opportunities to internationalize the experience of our undergraduate students.
- A new academic advisory committee on international initiatives had been created and was spearheaded by Professor Janice Stein, Senior Presidential Advisor on International Initiatives, who had been tasked with the development, with divisional leaders, of the institution's international strategy and consideration of different models for the implementation of this strategy.
- Undergraduate education should prepare students for a lifetime of success and refocus on what a liberal education can deliver, including providing more opportunities for research-based learning, experience-based learning, and internationalized learning; exploring new learning modes and technologies; and managing students' transition from study to work.
- The appointments of Professor Susan McCahan as Vice-Provost, Innovations in Undergraduate Education and Professor Vivek Goel as Vice-President, Research and Innovation would play a leading role in the university's mission to develop innovative and new approaches to undergraduate education.

A member commented that execution of these goals, especially with respect to international students and undergraduate education, would be key.

A member asked about the role of the urban Presidential Advisors and also commented that there would be a need to develop a quantitative assessment to track the performance of the various goals and activities that the President had outlined. The President explained that the urban advisors represented both internal and external expertise: Dr. Shauna Brail, Presidential Advisor on Urban Engagement would work with faculty and students on city-related projects, contributing her expertise in urban studies and economic geography, while Mr. John Brodhead, Special Advisor to the President, Urban Issues, would contribute expertise on the surrounding

community. The President noted that these two individuals would work closely in partnership with him to advance the University's priority of leveraging its location.

In response to a member's question about how progress would be measured and reported through governance, the President explained that senior assessors would be keeping governors updated on a regular basis through their own reports and that less formal reporting would occur through campus and other media avenues.

The President remarked that one of the tasks of the new academic advisory committee on international initiatives would be not only to develop a strategy, but also to formulate performance measures. Professor Stein agreed, and noted further, that it was clear to the advisory committee with which she was working that the first step towards this would be to make it possible to have accurate data. She also noted that they were working with the Provost to identify obstacles and barriers for international students, adding that these discussions had included all vice-presidents and those responsible for resource decisions.

In the discussion that followed, members commented on: the importance of balancing risk and return in the international sector; the need for the University to be bold in the pursuit of its aspirations; and that reporting on these priorities should include information on what student services had been enhanced and what changes in the administrative infrastructure had been made.

The Provost noted that increased resources had already been directed towards additional support for international students and that services for graduate students were being consolidated and concentrated in the School of Graduate Studies, so that they are more clearly identifiable and readily accessible to graduate students.

The Chair invited Professor Andrea Sass-Kortsak to report on the discussion that had occurred at the meeting of the Academic Board on November 19, 2015. Professor Sass-Kortsak reported that there had been a similar presentation on the *Three Priorities* at the meeting of the Academic Board and that the subsequent discussion had included comments on: ways in which divisions could imbed and incorporate opportunities such as research, study abroad, or experiential learning within their specific degree of program requirements; that the University was a "living laboratory" for innovations to enhance the quality of life in the GTA and beyond, highlighting the transportation survey that was ongoing in partnership with York, Ryerson and OCAD; the recent overhaul of communications would allow the University to provide a more effective and compelling narrative about the University's contributions to the GTA and beyond. She said that the document had received unanimous support.

On motion duly moved, seconded and carried,

YOUR COMMITTEE APPROVED

THAT the following recommendation be endorsed and forwarded to the Governing Council:

THAT the *Three Priorities: Summary Framework* - Strategic Priorities: Leveraging Our Location(s), Strengthening International Partnerships, and Rethinking Undergraduate Education - contained within *Three Priorities: A Discussion Paper* be endorsed in principle.

b. Revised Affiliation Agreement and ancillary agreements between the Governing Council of the University of Toronto and the University of Toronto Schools (UTS)

Professor Andrea Sass-Kortsak noted that the University and UTS had a current *Affiliation Agreement* which had been executed in June 2006 for a 15-year term that would expire in June 2021. The current *Affiliation Agreement* established the process for the redevelopment of the UTS site – 371 Bloor Street West – owned by the University. Under the current *Affiliation Agreement*, UTS retained the right to propose renewal of their facilities to the University. Since the existing *Affiliation Agreement* expired in five years and UTS wished to make significant capital improvements, UTS had approached the University to renew the *Agreement* for a longer term in advance of completing fundraising and commencing design for their new facilities.

UTS was proposing the renovation and/or construction of about 147,000 gross square feet of space on the northeast portion of 371 Bloor St. A new 700-seat auditorium would be provided for partial shared use by the University on a mutually agreed basis. The University would have access to the proposed auditorium and pre-function space for 20 per cent of the time providing additional classroom space to work towards meeting the needs of divisions at the St. George campus.

She said that it had been reported that the continuing relationship between UTS and OISE was fundamental to the affiliation. Current joint activities included the OISE Master of Teaching program, research activities, and access to UTS for joint activities. It was recognized that UTS and OISE would cooperate in planning for future activities as the educational needs of both parties evolved over time. The proposed revised *Agreement* reflected those preliminary UTS plans, but also maintained all of the University's rights and interests in their development of the remainder of the site. Additionally, UTS was obligated to provide certain site improvements for the benefit of the University as part of the commercial terms of the renewal of the *Agreement*.

The Project Agreement firmly recognized the University as the owner of the site and UTS as the tenant; and, as such UTS was required to obtain the consent of the University on all major decisions. She said that at the meeting the Academic Board, Professor Mabury had presented the highlights of the proposed revised *Affiliation Agreement*.

Professor Sass-Kortsak reported that a member had referred to the *Three Priorities* discussion and noted that the *Affiliation Agreement* provided a stellar example of the successful urban outreach efforts of the University and its connection to its surrounding community.

Ms Jane Pepino, Chair of the Business Board, reported that at its meeting on November 2, the Board had had a thorough discussion of the revised *Affiliation Agreement*, and that the item had

received full support from the Board. She said that the discussion at the Board had included comments about the mutually beneficial nature of the relationship between UTS and the University.

She also reported that a member of the Harbord Village Resident's Association had been granted speaking rights to address the Board and had spoken in support of the initiative and the positive impact UTS had on the neighbourhood. The speaker had expressed concern, however, over a specific clause in the Revised *Agreement* which mandated that a representative from the University be present at all meetings between UTS and the Ward Councillor or community groups, unless otherwise approved by the University. Professor Mabury explained that the clause had been inserted into the Revised *Agreement* not to inhibit open conversation but to avoid possible misrepresentation, since the University, as owner of the land, retained accountability for statements made concerning its property and its development. He also advised that the clause had been reworded to make the positive intent more clear.

Ms Pepino also noted that the Provost had highlighted the annual number of UTS students who chose to attend the University, and the extremely strong grade point average of those students. She also explained the relationship between students enrolled in the Masters programs at the Ontario Institute for Studies in Education (both the Masters of Teaching and Masters of Teaching in Child Development) and how these students benefited from their teaching experience at UTS and contributed to the UTS experience.

On motion duly moved, seconded and carried,

YOUR COMMITTEE APPROVED

THAT the following recommendation be endorsed and forwarded to the Governing Council:

- i. THAT the *revised Affiliation Agreement between the Governing Council of the University of Toronto and the University of Toronto Schools (UTS)* dated December 16, 2015 be approved; and
- ii. THAT the Vice-President, University Operations be given authority to execute the *Revised Affiliation Agreement between the Governing Council of the University of Toronto and the University of Toronto Schools (UTS)* dated December 16, 2015.

4. Items for Approval by the Executive Committee

a. *Election Guidelines 2016*

Ms Claire Kennedy, a member of the Elections Committee, presented the item on behalf of the Chair of the Elections Committee, Ms Nancy Lee. She highlighted the changes, which the Committee had determined should be brought forward to the Executive Committee, they were as follows:

- All references to “*Canadian citizen*” had been deleted, as a result of the amendment to the *University of Toronto Act, 1971* which had repealed subsection 2(4) of the *Act* that provided no person could serve as a member of the university’s Governing Council (administrative staff, alumni, teaching staff, students and Lieutenant-Governor-in-Council appointees) unless the person was a Canadian citizen.
- A more inclusive definition for “*Teaching Staff*” had been included in response to recent amendments to the *Policy and Procedures on Academic Appointments (PPAA)* that were approved by the Governing Council.
- The *Guidelines* reflected the new election platform called *U-Elect* for the student elections that would be used in 2016 as a result of the changes to UofT’s central information technology service. The *U-Elect* platform had been used by many student societies across the three campuses for the past seven years for their respective student society elections.
- The number of nominators required by part-time student and graduate student candidates for Campus Council and their Committees at UTSC and UTM be reduced from five nominators to three.
- Finally, it was reported that the Nomination Period in section 2 was revised in light of an unusually late start to the Winter 2016 session for classes at the Faculty of Arts and Science and the Faculty of Applied Science and Engineering. The nomination period would now end at 5:00 p.m. on Friday, January 15, 2016. This change would allow prospective student candidates adequate time to seek support from nominators.

On motion duly moved, seconded and carried,

YOUR COMMITTEE APPROVED

THAT the proposed *Election Guidelines 2016* be approved, effective January 1, 2016.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and the items on it approved.

5. Report of the Previous Meeting of the Executive Committee

Report Number 476, from the meeting of October 21, 2015, was approved.

6. Business Arising from the Report of the Previous meeting

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

7. Minutes of the Governing Council Meeting – October 29, 2015

Members received the Report of the October 29, 2015 Governing Council meeting for information.

8. Business Arising from the Minutes of the Governing Council Meeting

There was no business arising from the minutes.

9. Reports for Information

Members received the following reports for information:

- a. Report Number 200 of the Academic Board (November 19, 2015)
- b. Report Number 222 of the Business Board (November 2, 2015)
- c. Report Number 191 of the University Affairs Board (November 23, 2015)
- d. Report Number 14 of the University of Toronto Mississauga Campus Council (December 3, 2015)
- e. Report Number 14 of the University of Toronto Scarborough Campus Council (October 14, 2015)
- f. Report Number 75 of the Elections Committee (November 18, 2015)
- g. Report Number 21 of the Pension Committee (September 18, 2015)

10. Governing Council and Executive Committee Meeting Dates, 2016-17

11. Date of Next Meeting – Tuesday, February 9, 2016 from 5:00 to 7:00 p.m.

12. Other Business

a. Governing Council Meeting

The Committee considered two speaking requests for the December 15, 2015 meeting of the Governing Council. Members recommended to the Chair that the one on the topic of *The Three Priorities: A Discussion Paper* (item 4a.) should be granted, while the one on the topic of fossil fuel divestment should be declined at this time as the matter was not on the agenda of the upcoming meeting of the Governing Council.

The Committee moved *In Camera*

13. Item for Endorsement and Forwarding to the Governing Council

a. Report Number 59 of the Committee for Honorary Degrees

On motion duly moved, seconded and carried

YOUR COMMITTEE APPROVED

THAT the following recommendation be endorsed and forwarded to the Governing Council:

THAT the recommendations contained in Report Number 59 of the Committee for Honorary Degrees be approved; and

THAT the Chancellor and the President be empowered to determine the degree to be conferred on each candidate and the date of the conferral.

IT WAS APPROVED

THAT, pursuant to sections 38 and 40 of *By-Law Number 2*, the Governing Council consider the recommendation *in camera*.

b. Appointment of an Assistant Secretary to the Discipline Appeals Board

On motion duly moved, seconded and carried

YOUR COMMITTEE APPROVED

THAT the recommendation contained in the memorandum from Mr. Louis Charpentier dated November 30, 2015 regarding the appointment of an Assistant Secretary to the Discipline Appeals Board be endorsed and forwarded to the Governing Council.

14. External Appointments: McLaughlin Oversight Committee

On a motion duly moved, seconded and carried

YOUR COMMITTEE APPROVED

THAT Mr. Christopher Wansbrough be reappointed to the McLaughlin Centre Oversight Committee for a two-year term, effective immediately until October 31, 2017 or until his successor is appointed;

THAT Dr. Alan Bernstein be appointed to the McLaughlin Centre Oversight Committee for a three-year term, effective immediately until October 31, 2018 or until his successor is appointed.

15. Committee Members with the President

Members of the Executive Committee, with the Board Chairs, met privately with the President.

16. Committee Members Alone

Members of the Executive Committee, with the Board Chairs, met privately.

The Committee returned to closed session.

The meeting adjourned at 2:05 p.m.

Secretary
December 8, 2015

Chair