

## THE GOVERNING COUNCIL

### REPORT NUMBER 193 OF THE ACADEMIC BOARD

October 2, 2014

To the Governing Council,  
University of Toronto

Your Board reports that it held a meeting on Thursday, October 2, 2014 at 4:10 p.m. in the Council Chamber, Simcoe Hall at which the following were present:

Professor Andrea Sass-Kortsak,  
Chair  
Professor John S. Bland, Vice-  
Chair  
Professor Meric S. Gertler,  
President  
Professor Cheryl Regehr, Vice-  
President and Provost  
Ms. Halla Ahmed  
Professor Donald C. Ainslie  
Professor Suzanne Conklin  
Akbari  
Dr. Ramona Alaggia  
Professor Benjamin Alarie  
Mr. Larry P. Alford  
Professor Maydianne C.B  
Andrade  
Ms. Alexis Archbold  
Mr. Nabil B. Arif  
Professor Dwayne Benjamin  
Ms. Marilynn Booth  
Ms. Shakira Brathwaite  
Professor Eric Bredo  
Ms. Christine E. Burke  
Professor David Cameron  
Ms. Caitlin Campisi  
Mr. Dylan Alexandre Chauvin-  
Smith

Ms. Angel Difan Chu  
Ms. Michelle Cook  
Professor Gary W. Crawford  
Mr. Dan G. D'Agostino  
Professor Luc F. De Nil  
Professor Charles M. Deber  
Professor David Dubins  
Professor Angela Esterhammer  
Professor Zhong-Ping Feng  
Professor Susanne Ferber  
Ms. Rachel Ferenbok  
Ms. Stephanie Gaglione  
Ms. Sally Garner  
Professor Robert B. Gibbs  
Mr. Gary D. Goldberg  
Professor Tara Goldstein  
Mr. Simon Gooding-Townsend  
Dr. Daniel A. Haas  
Mrs. Bonnie Louise Horne  
Dr. Avi Hyman  
Professor Ira Jacobs  
Professor Susan Jaglal  
Professor Linda Johnston  
Professor Jim Yuan Lai  
Professor Ron Levi  
Professor Reid B. Locklin  
Ms. Chelsea Lowther  
Professor Scott Mabury

Professor Jay R. Malcolm  
Professor Amy Mullin  
Ms. Padraigin Murphy  
Ms. Susan Murray  
Professor Sioban Nelson  
Dr. Graeme W. Norval  
Mr. David Palmer  
Professor Elizabeth Peter  
Professor Michele Peterson-  
Badali  
Professor David J. Phillips  
Dr. Helene Polatajko-Howell  
Professor Russell Pysklywec  
Mr. Utkarsh Roychoudhury  
Professor Sonia Sedivy  
Mr. Hugh D. Segal  
Dr. Anne Harriet Simmonds  
Professor Elizabeth Smyth  
Professor James Stafford  
Professor Suzanne Stevenson  
Professor Nicholas Terpstra  
Professor Scott Thomas  
Professor Steven J. Thorpe  
Professor Vincent Tropepe  
Professor Catharine I. Whiteside  
Ms. Alena Zelinka

#### REGRETS:

Dr. Francis Kwabena Ahia  
Professor Cristina H. Amon  
Dr. Dimitri J. Anastakis  
Dr. Heather S. Boon  
Professor Jutta Brunnee  
Professor Markus Bussmann  
Mr. Ken Chan  
Professor Aziza Chaouni  
Professor Maria Cristina Cuervo  
Professor Joseph R. Desloges  
Professor Rick Halpern  
Professor Bart J. Harvey  
Professor Richard Hegele  
Professor Angela Hildyard  
Ms. Shirley Hoy

Professor Howard Hu  
Professor Douglas Hyatt  
Professor Bruce Kidd  
Professor Paul Kingston  
Professor Linda M. Kohn  
Mr. Malcolm Lawrie  
Professor Peter Lewis  
Dr. Tiff Macklem  
Ms. Lorraine McLachlan  
Dr. Don McLean  
Professor Faye Mishna  
Dr. Gary P. Mooney  
Professor Emmanuel Nikiema  
Professor Julia O'Sullivan  
Professor Janet M. Paterson

Professor Lacra Pavel  
Professor Domenico Pietropaolo  
Professor Michael J.H. Ratcliffe  
Professor Neil A. Rector  
Professor Yves Roberge  
Ms. Melinda M. Rogers  
Professor Seamus Ross  
Professor Locke Rowe  
Professor Mohini M. Sain  
Professor Deep Saini  
Mr. Michael Singh  
Professor Richard Sommer  
Professor Salvatore M.  
Spadafora  
Professor Andrew M. Spence

Professor Markus Stock  
Professor Nhung Tuyet Tran  
Professor Cameron Walter

Ms. Adriel Weaver  
Professor Sandy Welsh  
Ms. Judith Wolfson

Ms. Songyi Xu

### **Non-Voting Assessors**

Mr. David Palmer, Vice-President University Advancement  
Mr. Malcolm Lawrie, Assistant Vice-President, University Planning and Design  
Ms Christine Burke, Director, Campus and Facilities Planning  
Ms Sally Garner, Executive Director, Planning and Budget

### **Secretariat:**

Mr. Anwar Kazimi, Secretary, Academic Board  
Ms Cindy Ferencz-Hammond  
Mr. Patrick McNeill

### **In Attendance:**

Ms Nora Gillespie, Senior Legal Counsel, Office of the Vice-President & Provost  
Dr. Jane Harrison, Director, Academic Programs and Policy, Office of the Provost and Vice-President  
Ms Nadina Jamison, Executive Director, Stakeholder Relations & Strategic Initiatives, Office of the President  
Mr. Christopher Lang, Director, Appeals, Discipline and Faculty Grievances  
Ms Archana Sridhar, Assistant Provost  
Professor Emeritus Ron Venter, Faculty of Applied Science and Engineering  
Dr. Christopher Yip, Director, Institute of Biomaterials and Biomedical Engineering (IBBME)  
Mr. Boyang Zhang, doctoral candidate, IBBME

## **1. Chair's Remarks**

The Chair welcomed members and guests to the first meeting of the Academic Board for 2014-15. She introduced Professor John Bland, the Vice-Chair of the Board; Professor Cheryl Regehr, Vice-President and Provost and the Board's senior assessor; and other assessors who were in attendance.

The Chair said that members had been asked to complete an evaluation survey at the final Board meeting of the 2013-14 year. Noting that the response rate for the survey had been low, the Chair expressed hope that a higher response rate for the evaluation survey for 2014-15 would allow for a better analysis of the Board in discharging its responsibilities.

## **2. [Orientation](#)**

The Chair, Professor Bland, Professor Regehr, and the Secretary presented a high-level overview of the Board with slides, which are appended to this Report. The following matters were highlighted:

### *Membership of the Board*

- The Secretary provided a brief history of the Governing Council, including its membership and its Boards, Councils, and Committees. Members were encouraged to refer to the respective websites for the Governing Council and the Academic Board.

## 2. Orientation (cont'd)

### *Expectations and Attributes of Board members*

- Professor Bland referred to the three governance documents provided to the members – *Principles of Good Governance, Mandate of Governance, and Expectations and Attributes of Governors and Key Principles of Ethical Conduct* – and outlined the fiduciary responsibilities of the members in discharging their duties.

### *Responsibility – Mandates and Terms of Reference*

- The Chair highlighted the mandate of the Board as it related the teaching, learning and research mission of the university; and the responsibilities delegated to its four standing Committees. She provided examples of some items that could be brought forward by the administration for the Board's consideration.

### *Process and the role of the Office of the Vice-President and Provost*

- Professor Regehr provided an overview of the broad consultative process with internal and external stakeholders in developing proposals that were brought before the Academic Board. She provided as an example the cyclical process of academic reviews and planning.

### *Reference Guide to the Use of Cover Sheets*

- The Secretary explained that cover sheets were designed to enable members to focus on the major elements of the proposals, and that they were a valuable tool in clarifying the responsibilities of the relevant governance bodies for each item of business.

## 3. 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 priorities 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.
- In many instances the University of Toronto Mississauga (UTM) and the University of Toronto Scarborough (UTSC) had led the way in forming and fostering community partnerships.
- Through its research, teaching, and outreach 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.

### 3. Three Priorities: A Discussion (Professor Meric Gertler, President) (cont'd.)

#### *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.
- An example of the University's growing reputation and profile was its partnership with New York University's Centre for Urban Science and Progress (CUSP). This partnership had resulted from a successful bid by the University and its partners as part of a hub of applied science and engineering in New York. One positive effect of this alliance would be in research and academic opportunities for graduate students.

#### *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.
- The President identified the Centre for Community Partnerships as one example of an effective broker for research, service, and outreach opportunities for students across the University.

Among the matters that arose in the discussion were the following:

#### Leveraging the Environment

- A member cited the example of Stanford University and noted how its unique location in the Silicon Valley had helped that institution.

President Gertler agreed that Stanford University was in a symbiotic relationship with its setting in a technology hub, and that the University of Toronto shared similar synergies with its communities in the Greater Toronto region. He noted, however, that urban challenges such as transportation also remained the same for the two institutions in relations to their location.

### 3. **Three Priorities: A Discussion (Professor Meric Gertler, President) (cont'd.)**

#### International Experience

- In response to a question from member, President Gertler said that the University would continue to build partnerships that would provide international opportunities for its students. In this regard, the University had successfully established programs with the National University of Singapore and summer courses with University of California (Berkeley). The University would find other creative ways to broaden these opportunities. A member noted that thirty per cent of students in rehabilitation sciences completed a part of their program abroad each year.

#### Student Recruitment

- President Gertler noted that many divisions had increased their intake of international students. However, the University should ensure that its recruitments efforts were not concentrated in a too small number of regions to help mitigate any possible regional or economic volatility. The objective remained to achieve a robust mix of domestic and international students for academically compelling reasons. Partnerships with peer institutions would be one path towards achieving this objective.

#### Graduate Education

- In response to a question, President Gertler stated that graduate education remained a core part of the University's identity. The University's efforts to increase graduate student enrolment and to enhance graduate education had been successful, and the University would continue its efforts in these areas. Moreover, efforts to improve the graduate student experience would remain an important objective for the University.

### 4. **Capital Project: Faculty of Applied Science and Engineering, and Faculty of Medicine Translational Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower -Report of the Project Planning Committee, Project Scope, and Sources of Funding ([Item](#))**

Professor Thorpe highlighted the details of the capital project to fit out leased-space on the 16<sup>th</sup> floor at the MaRS Centre Phase 2 tower to accommodate the research needs of the proposed Translational Biology and Engineering Laboratories (TBEL). As outlined in the proposal, the TBEL was supported by the Institute of Biomaterials and Biomedical Engineering (IBBME), the Faculty of Applied and Engineering, and the Faculty of Medicine.

At the invitation of the Chair, Dr. Christopher Yip, Director, IBBME, reiterated that the capital project would provide opportunities for researchers to work on new collaborations. Mr. Boyang Zhang, doctoral candidate at IBBME, made a short presentation on AngioChip, a project underway at the Laboratory for Functional Tissue Engineering. Mr. Zhang's presentation highlighted the possible application of the project in the repair of tissues and organs. The presentation was received with applause by the members.

Dean Whiteside added that the state-of-art facility would allow for partnerships with the University Health Network and the Hospital for Sick Children in the fields of cardiovascular research and genomics to create new diagnostics.

**4. Capital Project: Faculty of Applied Science and Engineering, and Faculty of Medicine Translational Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower -Report of the Project Planning Committee, Project Scope, and Sources of Funding (cont'd.)**

A member noted that there had been recent press reports on the uncertainty surrounding the ownership of the MaRS Tower. What would be the potential liability for the University with this uncertainty? Also, what would the potential impact of the Containment Level 3 facilities in the MaRS Tower be on proposed projects in the TBEL?

Professor Mabury said that the Provincial government had acquired ownership of Alexandria Real Estate Equities, Inc.'s stake in the MaRS Centre Phase 2 Tower., and that this had brought clarity on the matter of the property. The University would be signing the lease agreement for the proposed space with the Provincial government.

On the matter of Containment Level 3 laboratories in the MaRS Centre Phase 2, Professor Mabury said that Public Health Ontario had located these facilities to the building. There was controlled access to these laboratories and these laboratories operated on a separate ventilation system. The laboratories had been built with barriers as required by Federal and Provincial guidelines with appropriate barriers and a negative air pressure system. The University had considerable expertise in dealing with Containment Level 2 and 3 facilities. The location of the TBEL in MaRS Centre Phase 2 would also allow the University to collaborate with projects with Public Health Ontario.

On motion duly made, seconded and carried

**YOUR BOARD RECOMMENDS**

1. THAT the Project Planning Committee Report for the Faculty of Applied Science and Engineering and Faculty of Medicine Translational<sup>1</sup> Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower, dated August 6, 2014, be approved in principle; and
2. THAT the project scope to accommodate the Translational Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower, totalling 2,220 net assignable square metres (nasm) (3,675 gross square metres (gsm)), to be funded by the Capital Campaign, the Faculty of Applied Science and Engineering, and the Faculty of Medicine, be approved in principle.

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<sup>1</sup> *Secretary's Note:* The motion referred to the title of the report as "Project Planning Committee Report for the Faculty of Applied Science and Engineering and Faculty of Medicine Translational Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower" whereas the title of the report provided was "Project Planning Committee Report for the Faculty of Applied Science and Engineering and Faculty of Medicine Translational Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower." The corrected motion is forwarded to the Governing Council for its approval.

## CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR BOARD APPROVED

THAT the consent agenda be adopted.

### **5. Information on the Provost's Annual Report on Cases of Academic Discipline 2013-2014**      ([Item](#))

### **6. Approval of the Report of the Previous Meeting: Report Number 192 – June 2, 2014**

The report of the previous meeting was approved. ([Item](#))

### **7. Business Arising from the Report of the Previous Meeting**

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

### **8. Items for Information**

Members received the following items for Information:

- (a) [Calendar of Business for 2014-2015](#)
- (b) Reports of the Agenda Committee Meetings
  - i) [Report Number 203 – June 10, 2014](#)
  - ii) [Report Number 204 – June 24, 2014](#)
  - iii) [Report Number 205 – September 23, 2014](#)
- (c) [Report Number 169 of the Committee on Academic Policy and Programs – September 16, 2014](#)
- (d) [Report Number 162 of the Planning and Budget Committee – September 17, 2014](#)
- (e) [Approvals Under Summer Executive Authority](#)

The Chair noted that the following resolution had been approved under Summer Executive Authority:

THAT Benjamin Zarnett be appointed Assistant Discipline Counsel, effective immediately.

### **9. Date of the Next Meeting – Thursday, November 13, 2014, 4:10 – 6:00 p.m.**

### **10. Other Business**

There was no other business.

THE BOARD MOVED *IN CAMERA*.

**11. Quarterly Report on Donations**

The Board received information on the following Quarterly Reports on Donations:

- a) February 1 to April 30, 2014
- b) May 1 to July 31, 2014

**12. Capital Project: Faculty of Applied Science and Engineering and Faculty of Medicine Translational Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower -Report of the Project Planning Committee, Total Project Cost and Sources of Funding**

On motion duly made, seconded and carried

YOUR BOARD RECOMMENDED

THAT the recommendation regarding the proposed Faculty of Applied Science and Engineering and Faculty of Medicine Translational Biology and Engineering Laboratories in the MaRS Centre Phase 2 Tower from Professor Scott Mabury, Vice-President, University Operations, dated September 25, 2014, be approved

The meeting adjourned at 6:05 p.m.

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Secretary  
October 3, 2014

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Chair