

UNIVERSITY OF TORONTO

THE GOVERNING COUNCIL

REPORT NUMBER 208 OF THE ACADEMIC BOARD

March 16, 2017

To the Governing Council,
University of Toronto

Your Board reports that it held a meeting on Thursday, March 16, 2017, at 4:10 p.m. in the Council Chamber, Simcoe Hall.

Present:

Professor Andrea M. Sass-Kortsak,
Chair
Professor Meric Gertler, President
Professor Cheryl Regehr, Vice-
President and Provost
Professor Vivek Goel, Vice-
President, Research and
Innovation
Professor Scott Mabury, Vice-
President, University
Operations
Professor Sioban Nelson, Vice-
Provost Academic Programs
and Vice-Provost, Faculty and
Academic Life
Professor Donald C. Ainslie
Dr. Ramona Alaggia
Professor Catherine Amara
Professor Cristina H. Amon
Ms Ana Patricia Ayala-Melendez
Dr. Glen Bandiera
Professor Dwayne Benjamin
Professor Heather S. Boon

Mr. Harvey T Botting
Professor Markus Bussmann
Mr. John Button
Dr. Graham Cromar
Professor Maria Cristina Cuervo
Professor Amrita G. Danieri
Professor Joseph R. Desloges
Mr. Jacob Dimen-Wagner
Professor David Dubins
Professor Wendy M. Duff
Professor Angela Esterhammer
Professor Zhong-Ping Feng
Professor Robert V. Harrison
Professor Susan Jaglal
Professor Glen A. Jones
Professor Stephen R. Julian
Professor Ronald H. Kluger
Professor Linda M. Kohn
Professor Mark Lautens
Mr. Ben Liu
Mr. Austin Long
Professor Lorna Eleanor
MacDonald

Dr. Maureen MacDonald
Mr. Paul Malozewski
Professor Jan K. Mahrt-Smith
Mr. Paul Malozewski
Professor Ryan McClelland
Mr. Sean McGowan
Ms Christine Moon
Professor Lacra Pavel
Dr. Dana Joanne Philpott
Professor Michael J.H. Ratcliffe
Dr. Reinhart Reithmeier
Ms Catherine Riddell
Professor Yves Roberge
Ms Melinda Scott
Professor Sonia Sedivy
Mr. Abdulwahab Sidiqi
Professor Elizabeth M. Smyth
Professor Steven J. Thorpe
Professor Vincent Tropepe
Professor Njoki Wane
Ms Wendy Wang
Ms Alena Zelinka

REGRETS:

Dr. Francis Kwabena Ahia
Professor Suzanne Conklin Akbari
Professor Benjamin Alarie
Mr. Larry Alford
Mr. Mohammad Amin
Professor Maydianne C.B. Andrade
Professor Ryan Balot
Professor Joshua Barker
Ms Sophie Barnett
Professor Randy Boyagoda
Mr. Edvard Bruun
Professor David Cameron

Professor Kenneth S. Corts
Professor Gary W. Crawford
Mr. Dan G. D'Agostino
Professor Luc F. De Nil
Professor Nicholas C. Everett
Ms Rachael Ferenbok
Professor Tara Goldstein
Professor William A. Gough
Dr. Daniel Haas
Professor Richard Hegele
Professor Howard Hu
Mr. Joshua Hunter

Professor Thomas M. Hurka
Professor Edward M. Iacobucci
Professor Ira Jacobs
Professor Linda Johnston
Professor William Ju
Professor Allan S. Kaplan
Professor Charlie Keil
Professor Jeannie Kim
Professor Jim Yuan Lai
Ms Jennifer J. Lau
Professor Reid B. Locklin
Professor Tiff Macklem

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Professor Alice Maurice	Ms Melinda Rogers	Professor Richard M. Sommer
Professor Faye Mishna	Mr. Rosten Role	Professor Andrew M. Spence
Professor Emmanuel Nikiema	Professor Locke Rowe	Professor James Stafford
Dr. Graeme W. Norval	Mr. Jaspreet Sahota	Professor Markus Stock
Mr. David Alex I. Nyikos	Professor Mohini M. Sain	Professor Nicholas Terpstra
Professor Michele Peterson-Badali	Mr. Hugh D. Segal	Professor Ning Yan
Professor David J. Phillips	Mr. Bingchen (Tony) Shan	Dr. L. Trevor Young
Dr. Helene Polatajko-Howell	Professor Anne Harriet Simmonds	Ms Samra Zafar

Non-Voting Assessors:

Ms Sally Garner, Executive Director, Planning and Budget
Professor Susan McCahan, Vice-Provost, Innovations in Undergraduate Education
Mr. David Palmer, Vice-President, Advancement
Professor Edward (Ted) Sargent, Vice-President, International

Secretariat:

Ms Mae-Yu Tan, Secretary

In Attendance:

Mr. Gilbert Delgado, Chief of University, Planning, Design & Construction
Mr. Paul Fraumeni, Executive Director, Digital Creative Services
Ms Jessie Richards, Curriculum Developer, Office of the Vice-Provost, Innovations in Undergraduate Education
Mr. Trevor Rodgers, Associate Director, Planning and Budget
Ms Archana Sridhar, Assistant Provost
Mr. Ron Swail, Assistant Vice-President, Facilities and Services

Items 3 and 12 are recommended to the Governing Council for approval. All other items are reported for information.

1. Chair's Remarks

The Chair welcomed members and guests to the meeting. She announced results for the 2017 Academic Board elections. Professors Edsel Ing, Fei-Fei Liu, and Suzan Schneeweiss had been elected to serve a three-year term from July 1, 2017 to June 30, 2020 as Faculty of Medicine representatives. Professor Zhong-Ping Feng, a current member of the Board also from the Faculty of Medicine, would serve her third and final three-year term until 2020. Ms Laura Anderson, from the U of T Libraries, had been elected for a Librarian seat on the Board for a three-year term. The Chair thanked everyone for their contributions to governance of the University.

The Chair informed members that online applications were being accepted from administrative staff, alumni, and students interested in filling co-opted (non-Governor) seats on the Board and its committees in 2017 - 2018. The application deadline was 5:00 p.m. on Monday, March 27, 2017. As well, members who would continue to serve on the Academic Board in 2017 - 2018 were reminded to complete an online form indicating on which of the Board's standing committees –

Agenda Committee, Committee on Academic Policy and Programs, or Planning and Budget Committee – they would like to serve next year. There were also opportunities to serve on the Discipline Appeals Board (the body that hears a student's or the University's appeal of cases previously heard and decided upon by the University Tribunal Trial Division) and the Advisory Committee on the University of Toronto Library System.

2. Report of the Vice-President and Provost

Professor Regehr informed the Board of the reappointment of Professor Angela Esterhammer as Principal of Victoria College for a second term continuing until June 30, 2023, including a one-year administrative leave from July 1, 2017 to June 30, 2018. Professor Esterhammer was an internationally renowned scholar of British, German, and European Romanticism and nineteenth-century literature and culture. The Board applauded the announcement.

Professor Regehr updated the Board on the Strategic Mandate Agreement (SMA1) (2014-15 to 2016-17) which the University had signed with the Ministry of Training, Colleges and Universities (now Ministry of Advanced Education and Skills Development (MAESD)), and the negotiations for a second SMA (SMA2) (2017-18 to 2019-20). Key points raised during the [presentation](#) and discussion include the following.

- Negotiations were underway. The SMA2, which would build on the SMA1, would continue the Provincial Government's differentiation policy; introduce system-wide and institutional metrics and targets in five priority areas; address undergraduate, graduate, and international student enrolment plans; and elaborate on the funding formula.
- As the University continued its internal and external SMA2 discussions, it would be guided by principles contained in the University's [Towards 2030](#) planning document. A third SMA, that was expected to strengthen the connection between university funding and performance metrics, would follow in three years (2020-21 to 2022-23).
- The proposed enrolment corridor mechanism would establish a floor and ceiling within which university enrolment should fall.

3. Budget Report, 2017-2018

The Chair informed the Board of the governance path for the *Budget Report, 2017-2018*. On February 27, 2017, the Business Board had reviewed the Report and had recommended its approval. The Planning and Budget Committee had also reviewed the *Budget Report* and recommended its approval to the Academic Board. On the Board's recommendation, the *Budget Report* would be forwarded to the Governing Council for approval on April 4, 2017.

Professor Regehr and Professor Mabury, Vice-President, University Operations, gave a presentation on the *Budget Report*. The following matters were highlighted during the [presentation](#).

- A balanced operating budget of \$2.47 billion was projected for 2017-18.
- Student enrolment trends.
- Employee compensation and pension solvency deficit expenditures.
- University-wide costs and University Fund allocations.
- Student aid and net tuition.

Professor Steven Thorpe, Chair of the Planning and Budget Committee, informed the Board that Committee members had had some specific questions about the Report; many of the other questions had been for clarification. Members had also commended the administration for the in-depth and cohesive budget presentation.

At the invitation of the Chair, Professor Mabury shared a question that had been received in advance of the meeting from a member about the condition of the Wallberg Building, its compliance with the building and fire codes, and its need for infrastructure upgrades. Professor Mabury explained that the Ontario *Building Code* applied only to new buildings. However, some components of the *Fire Protection and Prevention Act*, such as the requirement for fume hoods, did apply to existing University buildings. In considering how to maximize its resources, the Faculty of Applied Science and Engineering had decided to distribute its Strategic Initiatives Fund allocation across its six buildings. Therefore, select upgrades were planned for the Wallberg Building but were not on the deferred maintenance list. They included an elevator rehabilitation, installation of a new electrical wiring system and a fume hood exhaust system, and the replacement of heating, ventilation, and cooling units.

Some members stated their appreciation for the detailed presentation on the *Budget Report*. A concern was expressed that capital projects and strategic initiatives might have been impacting the ability of academic units to deliver the University's core functions of teaching, research, and learning due to budgetary constraints. Professor Regehr replied that some units within the University had greater challenges than others under the University's decentralized budget model. However, the University Fund served to redistribute monies to units that were experiencing more challenges.

On motion duly moved, seconded, and carried

YOUR BOARD RECOMMENDED

THAT the Budget Report, 2017-2018 be approved, and

THAT the Long Range Budget Guidelines 2017-2018 to 2021-2022 be approved in principle.

4. Capital Project: University of Toronto Mississauga Parking Deck Expansion – Total Project Cost and Sources of Funding

The Chair outlined the governance path for the University of Toronto Mississauga (UTM) Parking Deck Expansion capital project, which had been brought directly to the Academic Board from the UTM Campus Council. On the Board's recommendation, the proposal would be forwarded to the Governing Council for approval on April 4, 2017. The Chair explained that the open session portion of the item was provided for the Board's information and for context. Only the *in camera* portion required approval.

Professor Mabury gave some background information, noting that since the original proposal had been approved by governance in 2015, there had been an increase of 1,400 students on the UTM campus. With the increased demand for parking, parking revenue had grown by \$500,000. It was clear that there was significant need for the project.

Professor Mabury explained that, under the *Policy on Capital Planning and Capital Projects*, governance approval was required in cases where a budget increase pushed a project into the next approval level. The proposed changes to the current project's total project cost were largely due to site conditions (such as testing and removal of soil contaminated with sodium chloride), City of Mississauga requirements for the addition of a third stairway, and associated delays/acceleration.

During the discussion, a member asked about the University's response to the City's additional requirements. Professor Mabury explained that the UTM enjoyed a very collegial relationship with the City and had agreed to meet the requirements.

Members expressed support for action the University was taking to respond to the high demands for parking from faculty and students, while ensuring that any environmental concerns were addressed and that green spaces would not be affected. Professor Mabury noted that the UTM Master Plan outlined development plans for the campus. The increasing cost of parking was also discussed.

5. Presentation: Global Engagement at the University of Toronto

Professor Ted Sargent, Vice-President, International, gave a presentation on global engagement at the University. Key points raised during the presentation and discussion include the following.

- A comprehensive consultation process on global engagement had been occurring across the University for many months. The feedback that had been gathered would be incorporated into a University of Toronto International Strategic Plan.
- Eight types of integrated global engagement activities within three broad groupings in the University had been consistently identified:

Students

- Recruitment – The University would continue to strive to attract the best students from around the world, prioritizing excellence through a diverse and inclusive environment.
- Mobility - International experiences would allow U of T students to immerse themselves in a different culture and a different way of life, gaining first-hand knowledge of global issues and preparing to be future global leaders.
- International Experience – Professor Joseph Wong, recently appointed as Associate Vice-President and Vice-Provost, International Student Experience, was leading the University’s strategy in further engaging and supporting its international students.

Partnerships

- Academic - Focused, prioritized academic partnerships would enable the University to leverage complementary research strengths and gain access to unique capabilities to accelerate discovery.
- Corporate - By working with industry, the University would continue to gain important insights and expand its ability to bring innovation to the public.
- Entrepreneurship – Through investment in entrepreneurship opportunities, the University would support the process of moving from research to products and services that benefit the community.

Advancement and Reputation

- Alumni - The University would continue to engage with its alumni, creating a network of diverse professionals who can encourage and support current students and programs.
- Media - The University would continue to grow its global recognition so that it continued to be recognized as a research powerhouse and innovation hub.
- A member commented that the University’s scholarly community could be engaged in the study of how most impactfully to assist students financially in their educational and career progress. Professor Sargent agreed to include that recommendation in the strategic plan and endeavoured to follow up with the member.
- A member praised the work that had been done by Professor Locke Rowe, Dean, School of Graduate Studies, and Vice-Provost, Graduate Research and Education, in addressing fees for international graduate students. The member suggested that further steps should be taken to minimize financial barriers faced by visiting graduate students. In response, Professor Regehr said that the Offices of Planning and Budget and Government, Institutional and Community Relations had examined University policies to ensure consistency while meeting government regulations for student fees such as the University Health Insurance Program. Efforts would be made to explore further means of reducing barriers to visiting graduate students.

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- A member commented that numerous faculty members collaborated with colleagues from around the world, sharing postdoctoral fellows, arranging reciprocal lab visits by their graduate students, etc. It would be worthwhile for such grassroots activities to be supported and promoted further by the administration.
- Dr. Maureen MacDonald, Dean, School of Continuing Studies (SCS), suggested that greater steps could be taken to engage the thousands of international students who return to their home countries after participating in the SCS English language program. Professor Sargent agreed that discussion with Dr. MacDonald and other colleagues would be valuable.

Members expressed their appreciation for the work being done by Professor Sargent, and the Chair thanked Professor Sargent for his informative presentation.

Consent Agenda

On motion duly moved, seconded and carried

YOUR BOARD APPROVED

THAT the consent agenda be adopted

6. Report of the Previous Meeting

Report Number 207, from the meeting of January 26, 2017, was approved.

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. Appointments: President’s Teaching Award Selection Committee
- b. Appointments: University Professors Selection Committee
- c. Report Number 230 of the Agenda Committee – March 8, 2017
- d. Report Number 176 of the Planning and Budget Committee – March 1, 2017

9. Date of the Next Meeting

The Chair stated that the next meeting would be held on Thursday, April 20, 2017 from 4:10- 6:10 p.m.

End of consent agenda

10. Other Business

There were no items of other business.

The Board moved *in camera*.

11. Quarterly Report on Donations – November 1, 2016 – January 31, 2017

The Chair recalled that, at the Board’s previous meeting, Mr. David Palmer, Vice-President, Advancement had provided an update on the Boundless Campaign and its expansion to \$2.4 billion. The Chair clarified that the donations included in the Report on Donations for November 1, 2016 to January 31, 2017 were Boundless funds. There were no questions from members.

12. Capital Project: University of Toronto Mississauga Parking Deck Expansion – Total Project Cost and Sources of Funding

On motion duly moved, seconded and carried

YOUR BOARD RECOMMENDED

THAT the recommendation concerning the University of Toronto Mississauga Parking Deck Expansion – Total Project Cost and Sources of Funding, as outlined in the memorandum from Professor Scott Mabury, dated February 28, 2017, be approved.

The Board returned to open session.

The meeting adjourned at 6:05 p.m.

Secretary
March 20, 2017

Chair