

**UNIVERSITY OF TORONTO**

**THE GOVERNING COUNCIL**

**MAY 18, 2017**

MINUTES OF THE MEETING OF THE GOVERNING COUNCIL held on May 18, 2017 at 4:30 p.m.  
in the UTM Council Chamber.

**Present:**

Ms Shirley Hoy (Chair)  
Professor Meric S. Gertler (President)  
The Honourable Michael H. Wilson (Chancellor)  
Mr. Harvey Botting  
Mr. David N. Bowden  
Dr. Catherine Bragg  
Mr. P.C. Choo  
Mr. Jeff P. Collins  
Ms Susan Froom  
Mr. Gary D. Goldberg  
Professor Hugh P. Gunz  
Mrs. Zabeen Hirji  
Ms Claire M.C. Kennedy  
Prof. Bruce Kidd  
Mr. Nykolaj Kuryluk  
Professor Ernest W.N. Lam  
Professor Jan K. Mahrt-Smith  
Mr. Jorge May  
Mr. David Alex I. Nyikos  
Professor Cheryl Regehr  
Ms Catherine Riddell  
Professor Andrea M. Sass-Kortsak  
Mr. Howard L. Shearer  
Mr. Andrew Szende  
Professor Nicholas Terpstra  
Mr. W. Keith Thomas  
Professor Steven J. Thorpe  
Mr. Bruce Winter  
Ms. Samra Zafar

Ms. Sheree Drummond, Secretary of the  
Governing Council

**Secretariat:**

Ms Mariam Ali  
Ms Kathy Fellowes  
Ms. Cindy Ferencz-Hammond  
Mr. Anwar Kazimi  
Mr. Patrick McNeill  
Ms Rena Parsan

**Absent:**

Ms Jane Pepino  
Mr. Mohammad Amin  
Mr. Preet Banerjee  
Ms Janet Ecker  
Mr. Aidan Fishman  
Dr. Avrum Gotlieb  
Professor Paul Kingston  
Mr. Mark Krembil  
Professor Mark Lautens  
Mr. Brian Lawson  
Ms Christine Moon  
Mr. John Paul Morgan  
Mr. Alex Nyikos  
Ms Melinda Rogers  
Mr. Mark Roswell  
Mr. Igor Samardzic  
Mr. Bingchen(Tony) Shan  
Professor Elizabeth Smyth  
Professor Salvatore Spadafora  
Professor Janice Gross Stein  
Mr. John Switzer

**In Attendance:**

Professor Scott Mabury, Vice-President, University Operations  
Professor Ulrich Krull, Interim Vice-President & Principal, UTM  
Mr. David Palmer, Vice-President, Advancement  
Mr. David Estok, Vice-President, Communications

Mr. Andrew Arifuzzaman, Chief Administrative Officer, UTSC  
Ms Nadina Jamison, Assistant Vice-President, Strategic Initiatives  
Ms Bryn MacPherson, Assistant Vice-President, Office of the President & Chief of Protocol  
Professor Sioban Nelson, Vice- Provost, Academic Programs & Faculty and Academic Life  
Ms Marny Scully, Assistant Vice-President, Government, Institutional, and Community Relations  
Mr. Darren Smith, President and Chief Investment Officer, University of Toronto Asset Management (UTAM)  
Ms Archana Sridhar, Assistant Provost  
Professor Sandy Welsh, Vice-Provost, Students

Ms Andrea Carter, Assistant Dean, Student Wellness, Support & Success, Student Affairs  
Mr. Rafael Eskenazi, Director, Office of the Freedom of Information and Protection of Privacy  
Mr. Steve Moate, Senior Legal Counsel, Office of the President  
Ms Jane Stirling, Director, Marketing and Communications, Office of Communications  
Ms Meredith Strong, Director, Office of the Vice-Provost, Students & Student Policy Advisor

Ms Humna Awan, Visions of Science  
Ms Eugenia Duodu, CEO, Visions of Science

IN ACCORDANCE WITH A DETERMINATION BY THE EXECUTIVE COMMITTEE, PURSUANT TO SECTION 38 OF BY-LAW NUMBER 2 OF THE GOVERNING COUNCIL, ITEMS 1, 12 AND 13 ON THE AGENDA WERE CONSIDERED BY THE GOVERNING COUNCIL *IN CAMERA*.

The Governing Council moved *In Camera*.

## **1. Senior Appointment**

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT Professor Meric Gertler be appointed for a second five-year term as President of the University of Toronto from July 1, 2018 until June 30, 2023, subject to such terms and conditions of appointment as are approved by the Senior Appointments and Compensation Committee.

The Governing Council returned to Open Session.

## **2. Chair's Remarks**

The Chair welcomed members to the meeting. She informed those present that during the *in camera* session, governors had approved the re-appointment of Professor Meric Gertler as President of the University of Toronto for a five-year term effective July 1, 2018 and continuing until June 30, 2023.

The Chair congratulated Professor Gertler on his re-appointment, noting that the University consistently ranked among the top 10 public universities worldwide, and that his unwavering dedication to excellence in teaching and research had played a crucial role in that achievement. She noted Professor Gertler's optimism in

discharging the responsibilities of the President, which had reinforced confidence amongst the internal leadership team, government and community partners. President Gertler stated that he was deeply honored in representing an institution of this quality, which included three urban campuses and offered a large number of students the ability to receive an education that would become a part of their journey of lifetime success. President Gertler thanked all those who had contributed to the success of the institution to date, including students, faculty, government partners and business and non-profit partners, both local and international. He also thanked and commended Governors who had dedicated their time to this University and for their confidence in him.

The Chair congratulated Professor Cheryl Regehr for receiving the *Angela Hildyard Recognition Award* from the Senior Women Academic Administrators of Canada. The Chair thanked Mr. Paul Donoghue, Chief Administrative Officer, UTM for leading the pre-meeting tour, which provided members with a glimpse of the progress on the construction of the North Building Phase B. She then invited Professor Ulrich Krull, Interim Vice President and Principal, UTM, to offer opening remarks.

Professor Krull welcomed governors and guests to UTM and congratulated President Gertler on his re-appointment. Professor Krull informed members that after a period of rapid expansion, the campus was changing its direction to allow for a period of catch up in order to continue providing a high quality education. He noted that over the last several years, there had been a particular focus on increasing faculty hires to improve the student to faculty ratio, as well as capital planning that involved the rejuvenation of existing buildings and new capital projects. Professor Krull stated that UTM had evolved significantly in the past 50 years, however many of the budgetary, decanal and administrative structures that existed were rooted in its history as a small undergraduate college within U of T and would need to adapt to the breadth and depth of initiatives offered by the campus. Professor Krull advised that the external review of UTM conducted in 2016 had raised questions about UTM's long term strategy and direction. Since then, the Office of the Dean had taken on a strategic planning exercise as well as a restructuring of their office. Professor Krull highlighted current and future developments, which included a research cluster in robotics, a Centre for Medicinal Chemistry, and an Institute of Global Fluency. Professor Krull noted to members that this was an exciting time for UTM, and thanked the President for his continued support of UTM's evolving vision.

Professor Krull invited Ms Eugenia Duodu, a graduate student at UTM and the Chief Executive Officer of *Visions of Science Network for Learning (VoSNL {LINK})* Inc., a charitable organization that offered a comprehensive network of learning opportunities for youth who were traditionally under-represented in STEM (science, technology, engineering and math), to speak.

Ms Duodu explained that her organization created a hands-on learning environment for students by providing them exposure to scientific thinking and experimentation and by reducing financial and other systemic barriers for children in low income areas. Ms Duodu advised that VoSNL provided summer learning camps, community STEM clubs, in-school enrichment and STEM leadership initiatives to mentor youth. The organization had experienced significant growth, going from 5 to 19 community programs and now had a waitlist. VoSNL had primarily partnered with Toronto Community Housing and the Region of Peel and many of its volunteers were U of T students who provided more than 80 hours per year mentoring youth. Ms Duodu noted that the relationship with UTM was unique and that this support had led to *STEM Day* at UTM where UTM faculty held workshops for youth. Members commended Ms Duodu's work and commitment and discussed partnerships and funding strategies employed by VoSNL.

The Chair thanked Professor Krull for his welcome and the students for their presentation.

### 3. Report of the President

The Chair invited the President to make his report.

The President thanked Ms Eugenia Duodo and her organization for their work, and for providing an excellent example of how to leverage location for a considerable impact in the lives of many young people. Professor Gertler thanked Professor Krull for a review of the challenges and opportunities in UTM's continued evolution. He additionally thanked Professor Krull for his dedication since stepping into his role as Interim Vice-President & Principal.

#### *Provincial Government*

On Provincial government matters, the President focused his report on the 2017 Ontario Budget and highlighted the following:

- Returning the Province to budgetary balance for the first time since 2008-09, gave the government fiscal room to invest in priorities such as health care, education, and other measures.
- Enhancements to Ontario Student Assistance Plan (OSAP) would lead to an increase to the minimum salary (from \$25,000 to \$35,000) before loan repayment was triggered.
- \$190 million was allocated for a new *Career Kick-Start Strategy* to help post-secondary institutions and employers create career-oriented learning experiences and related supports for students and recent graduates.
- The envelope included \$68 million for a new Career Ready Fund to provide support to institutions and employers for workplace experiences.
- \$15 million was designated as a provincial match for the Mitacs Accelerate and Talent Edge programs.
- Several signature investments were funded in the Business Growth Initiative, which included:
  - \$50 million for the Vector Institute
  - \$130 million over 5 years for 2 5G related projects
  - \$80 million over 5 years to establish the Autonomous Vehicle Innovation Network
  - \$75 million over 5 years for an Advanced Research Computing and Big Data Strategy, for which the University was a major beneficiary
- \$200 million for initiatives to support Indigenous post-secondary education primarily earmarked for Aboriginal Institutes.

The President noted that healthcare had received significant funding, including investments in both operating and capital expenditures. Universal pharmacare for those 24 and under was also announced, which was of benefit to many students.

#### *Naylor Report*

The President provided an overview of President Emeritus David Naylor's report on the review of the federal government's support for fundamental science, which was released for discussion on April 10, 2017. The report called for significant, multi-year investments in core investigator-initiated funding. The President highlighted some of the major recommendations of the report:

- Increasing the annual federal research budget from \$3.5B to \$4.8B over four years.
- Creation of a new National Advisory Council on Research and Innovation, working with the anticipated new Chief Science Advisor, to advise on all aspects of support for research and innovation.

- Creation of a new body to improve coordination, effectiveness, accountability, efficiency and consistency across the three granting Councils and CFI.
- Increasing the minimum reimbursement rate for the institutional costs of research to 40% as part of the Research Support Fund.

The President remarked that the *Naylor Report* was a critically important tool for advocacy and had been featured at a U15 Group of Canadian Research Universities Executive Heads meeting, which was attended by Prime Minister Justin Trudeau.

#### *Alumni Impact Survey*

The President reported that he had written a personal message to accompany emails to approximately 260,000 alumni, inviting them to participate in the Alumni Impact Survey. The survey was being conducted between April 19 and June 19 under the scholarly direction of a panel of University of Toronto experts led by Professor Vivek Goel, Vice-President of Research and Innovation, and Professor Shiri Breznitz of the Munk School of Global Affairs, whose research focused on how universities impact their communities. The aim of the survey was to allow the University to understand better the cultural, social and economic contributions of its alumni, and enable it to tell these stories in new and compelling ways. The President encouraged alumni to complete the survey.

Finally, the President invited Mr. Daren Smith, President and Chief Investment Officer, University of Toronto Asset Management (UTAM) Corporation to provide the Committee with a report on UTAM's approach to responsible investing. In a presentation, Mr. Smith noted that UTAM had developed a set of responsible investment principles and had integrated environmental, social and governance (ESG) factors into its investment decision making processes. He stated that UTAM had signed onto the UN-supported *Principles for Responsible Investing* and adopted its six principles. Furthermore, Mr. Smith noted that UTAM would seek appropriate disclosure on ESG issues by the entities in which it invested and at the same time, would promote acceptance and implementation of the Principles within the investment industry. He reported that a framework had been developed to consider ESG factors in the selection and monitoring of portfolio managers. Other actions included the engagement of a third-party proxy voting service provider to coordinate voting according to the Principles, signing the CDP (formerly known as the Carbon Disclosure Project) and joining the Responsible Investment Association.

To conclude his report, Mr. Smith outlined how UTAM's actions addressed those outlined in the President's *Beyond Divestment: Taking Decisive Action on Climate Change*. These actions were as follows:

1. Articulate principles that will enable consideration of ESG factors in undertaking direct investments.
2. Initiate the process by which UTAM became a signatory to the CDP.
3. Evaluate signing onto the UN-supported Principles for Responsible Investment initiative.
4. Determine ways in which UTAM can vote proactively and deliberately on shareholder resolutions aimed at reducing climate-related risk for firms in which it is directly invested.
5. Evaluate signing the Montreal Carbon Pledge.
6. Report annually on these efforts.

The President and members thanked Mr. Smith for his comprehensive report on the work of UTAM.

In response to a question on whether UTAM had divested from funds that had not followed ESG principles, Mr. Smith advised that the approach up to this point had been to integrate ESG principles into its appraisal of actions by its investment managers to the fullest extent possible, and added that there had been one occasion where a fund had been redeemed to address that issue.

A member inquired as to whether the President had intentions for advocating for the University at the federal and provincial levels regarding operating budgets, in partnership with the Council of Ontario Universities (COU). The President responded affirmatively and advised that COU was in the process of creating an evidence-based campaign that would help to craft a more targeted communications strategy moving forward.

#### **4. Capital Project: University of Toronto Scarborough New Student Residence**

Professor Andrea Sass-Kortsak provided the highlights of discussion on this project at the meeting of the Academic Board on April 20, 2017. In response to a member's question, Mr. Andrew Arifuzzaman, Chief Administrative Officer, UTSC advised that spaces for students with accessibility needs would include full suite accommodations and that if there were a higher demand for these spaces, rooms would be made available as needed.

On motion duly moved, seconded and carried

#### **IT WAS RESOLVED**

1. THAT the Project Planning Committee Report for the University of Toronto Scarborough New Student Residence, dated February 21, 2017, be approved in principle; and
2. THAT the project scope of 14,321 net assignable square metres (nasm) (25,061 gross square metres (gsm)), consisting of 750 residence beds, a dining hall, amenity space, and retail space be approved in principle – with partial funding to be provided through an investor equity contribution, and with construction financing to be provided by the University of Toronto.

#### **5. Performance Indicators for Governance, 2016**

The Chair invited the Provost to introduce the *2016 Performance Indicators for Governance* report. Professor Regehr noted that the 2016 report included 116 measures and more than 300 performance indicators that spanned the University's teaching and research missions. She proceeded to provide members with a summary of the contents of the report.

The Provost explained that the 2016 report reflected the University's move to a dashboard process, which was much more interactive and intuitive to use. She pointed to the Executive Summary to the Report, which focused on key University accomplishments and how the University of Toronto was doing with respect to key performance indicators. She remarked that of particular pride was the University's ranking as 8<sup>th</sup> worldwide among public universities and 22<sup>nd</sup> overall in the Times Higher Education World University Rankings. With respect to research-based start-up companies, the University ranked first in North America and speaking to research publications and citations, the Provost stated that U of T was second worldwide in this respect.

The Provost explained that the Report was reorganized into four themes that paralleled the government's focus on performance metrics as part of the Strategic Mandate Agreement (SMA) process, which included Research & Innovation Excellence, Teaching and Learning, Student Experience and Access, and Financial Health.

In response to a member's question, Professor Regehr advised that study abroad data was based on National Survey of Student Engagement (NSSE) data. She added that the data on this indicator was not very reliable or accurate given NSSE response rates and international mobility activities in many different parts of the University. First and second entry students were included in this indicator, but the University was aiming to

look more closely at the degree to which students were engaging in study abroad opportunities as compared to universities across the U15.

A member commented that the performance indicators demonstrated alignment with *Towards 2030*, however was not as aligned with the *Three Priorities*, specifically noting gaps in information regarding international partnerships or leveraging the University's location. It was suggested that where this information existed, it should be highlighted in order to track progress on the *Three Priorities*. Professor Regehr noted that the Performance Indicators were based on several sources of information, primarily reflecting existing government reporting requirements, but that the new dashboard would pull information from a greater range of sources and would allow users to get a more comprehensive overview. The Provost also pointed to other reports – such as the Community Impact Report and Research & Innovation Annual Report – that offered additional metrics. The member suggested that perhaps in future, reports the administration could consider the inclusion of appropriate indices that would serve to assist governors with their responsibilities for oversight and accountability for various purposes, and consider different versions of the Executive Summary for different stakeholder groups. Professor Regehr thanked the member for the feedback.

A member commented that if the University was to perform a 'deep dive' analysis student retention and graduation data, it was likely that a correlation would emerge between that data and marginalized students who faced financial barriers. The member followed up to ask whether the University was willing to allocate resources to these issues. Professor Regehr noted that the University was strongly committed to understanding these barriers and implementing solutions. She explained that the University was unable to link the various indicators to data about the racial or ethnic background of students, causing limitations for statistical analysis. The Provost noted that preliminary analysis of graduation rates indicated that these appeared to be related to curricular issues as cohort programs had higher rates of success. She added that initiatives continued to be developed to address these issues.

#### **CONSENT AGENDA**

On a motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the consent agenda be adopted and items approved.

#### **6. Minutes of the Previous Meeting of the Governing Council**

The minutes of the April 4, 2017 meeting were approved.

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

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

#### **8. Reports for Information**

Members received the following reports for information:

- a) Reports of Reviews of Academic Programs and Units, Part II (March 29, 2017)
- b) Report Number 209 of the Academic Board (April 20, 2017)
- c) Report Number 232 of the Business Board (April 6, 2017)
- d) Report Number 200 of the University Affairs Board (May 1, 2017)
- e) Report Number 23 of the University of Toronto Mississauga Campus Council (April 19, 2017)

- f) Report Number 24 of the University of Toronto Scarborough Campus Council (April 18, 2017)
- g) Report Number 488 of the Executive Committee (May 4, 2017)

**END OF CONSENT AGENDA**

**9. Date of Next Meeting**

The Chair advised members that the next Governing Council meeting was scheduled for Tuesday, June 27, 2017 from 4:00 p.m. to 6:00 p.m.

**10. Question Period**

In response to a member's question, Professor Gertler advised that the University of Toronto had published an [open letter](#) in support of the Central European University.

There were no questions.

**11. Other Business**

There was no other business.

The Governing Council moved *In Camera*.

**12. Capital Project: Report of the Project Planning Committee for a New Student Residence at the University of Toronto Scarborough – Total project Costs and Sources of Funding**

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the total project costs of the University of Toronto Scarborough New Student Residence, as funded from the sources and in the amounts outlined in the documentation from the Professor Scott Mabury, Vice-President, University Operations, dated April 27, 2017, be approved.

**13. Appointments: Members of the Governing Council to Governance Bodies, 2017-18**

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the proposed Assignments of members of the Governing Council to Boards and Committees for 2017-18, be approved.

The Governing Council returned to Open Session

The meeting adjourned at 6:37 p.m.

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Secretary

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Chair

May 25, 2017