

UNIVERSITY OF TORONTO
THE GOVERNING COUNCIL
REPORT NUMBER 217 OF THE ACADEMIC BOARD
Thursday, October 4, 2018

To the Governing Council,
University of Toronto

Your Board reports that it met on Thursday, October 4, 2018, at 4:10 p.m. in the Council Chamber, Simcoe Hall with the following members present:

PRESENT:

Andrea Sass-Kortsak, Chair
Steven Thorpe, Vice-Chair
Cheryl Regehr, Provost
Larry P. Alford
Catherine Amara
Cristina Amon
Laura Anderson
Ryan Balot
Glen Bandiera
Dwayne Benjamin
Heather Boon
Harvey Botting
David Cameron
Andrea Chiappetta
George Christakis
Emily Chu
Kenneth Corts
Fernando Crupi
Jim Davis
Raisa Deber
Joseph Desloges
David Dubins
Angela Esterhammer
Susan Froom
Emily Gilbert

Jason Glover
Sol Goldberg
Connie Guberman
Janneka Guise
Edie (YiYi) Guo
Richard Hegele
Edsel Ing
Mallory Jackan
Ira Jacobs
Linda Johnston
Allan Kaplan
Mala Kashyap
Jeannie Kim
Sally G. Krigstin
Cara Krmpotich
Ernest W.N. Lam
Angela B. Lange
Mark Lautens
Maureen MacDonald
Susan McCahan
Don McLean
Shawn Medeiros
Faye Mishna
Kent G.W. Moore
Nicholas Moroz

Emmanuel Nikiema
David Palmer
Michele Peterson-Badali
Mary Pugh
Jennifer Purtle
Reinhart Reithmeier
Tian Renton
Catherine Riddell
Suzan Schneeweiss
Boaz F. Schuman
Said Sidani
Salvatore Spadafora
Bodgan Stovba
Eric Stubbs
Tom Sutherland
Wisdom J. Tettey
Jessie Tong
Truc Tran
Njoki Wane
Trevor Young
Rachel Zand

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REGRETS:

Donald C. Ainslie
Aarthi Ashok
Shauna Brail
Adalsteinn (Steini) I.
D. Brown
Christine Burke
Markus Bussmann
Caryl Clark
Luc F. De Nil
Gilbert Delgado
Sheree Drummond
Vivek Goel
Tara Goldstein

William A. Gough
Daniel A. Haas
Kelly
Hannah-Moffat
Thomas M. Hurka
Edward Iacobucci
Charlie Keil
Anil Kishen
Ronald H. Kluger
Ulrich J. Krull
Ron Levi
Fei Fei Liu
Ben Liu
Scott Mabury

Tiff Macklem
Paul Malozewski
Bonnie S. McElhinny
Olayemi Morgan
Lacra Pavel
Trevor Rodgers
Edward (Ted)
Sargent
Hugh Segal
Anne Harriet
Simmonds
Markus Stock
W. Keith Thomas
Robert M. Wright

NON-VOTING ASSESSORS:

David Palmer, Vice-President Advancement
Wisdom J. Tettey, Vice President, University of Toronto and Principal, UTSC

SECRETARIAT:

Joan Griffin, Secretary, Academic Board

IN ATTENDANCE:

Althea Blackburn-Evans, University of Toronto Communications
Daniella Mallinick, Director, Academic Programs, Planning & Quality Assurance, Office of the Vice-Provost, Academic Programs
Archana Sridhar, Assistant Provost, Office of the Vice-President and Provost

ITEM 4 IS REPORTED FOR APPROVAL AND ALL OTHER ITEMS ARE FOR INFORMATION

1. Chair's Remarks

Professor Sass-Kortsak welcomed new and returning members of the Board and introduced herself, in-coming Vice-Chair Professor Steven Thorpe, and the Board's Senior Assessor, Professor Cheryl Regehr, Vice-President & Provost.

The Chair briefly outlined the structure of the Board, noting the Voting and Non-Voting Assessors and shared with the membership highlights of the 2017-2018 Members' Evaluation Survey. It was noted that, as in previous years, members found Board participation worthwhile and were satisfied with the work of the Board and how meetings were run. Members also commented that they valued the opportunity to learn about University functions and activities.

2. Orientation

The Chair, Vice-Chair and the Provost offered an Orientation for members that outlined the Board's role within the governance structure at the University. Members were reminded of their responsibilities and that they served in the best interests of the University, rather than as individual representatives of a particular estate.

The following areas were highlighted:

- University Governance Structure
- Board Membership
- Board Mandate, Standing Committees, and Items of Business
- Expectation of Members
- Elements of the Cover Sheet
- Proposal Development
- Academic Review and Planning

In response to a member's question, Professor Regehr outlined the difference between approvals of certificate programs and degree programs. She explained that there were different types of certificates under the certificate policy. Some parallel degree program approvals, some are nimbler and can be developed more readily in response to changing learner needs.

3. Report of the Vice-President and Provost

The Provost offered an extensive report that updated on the Tri-Campus and Budget Model Reviews, and provided updates on government relations, and freedom of expression on campus. It was explained that although the Tri-Campus Review and Budget Review were occurring during a similar timeframe, they represented two separate processes.

Tri-Campus Review

The Provost shared that the review was the latest phase in the University's thinking about the relationship among the campuses, and followed the theme of "One University, Three Campuses" first introduced in the [Toward 2030 Report](#) (2008).

It was reported that five Working Groups and a Steering Committee were mandated to develop principles to guide future decision making and to propose changes to policy and procedures, as appropriate. Reports from the groups were expected over the next several months; the Provost offered the following updates on the work to date:

- The **Academic Planning and Academic Change** group had considered the involvement of the Vice-Provost, Academic Programs in new program development and program changes; the balance between justifiable duplication and internal competition in programs
- The **Graduate Units** group meetings would begin in January 2019. Preparatory research work by a decanal advisor was undertaken in Fall 2018, and research work was ongoing.
- The **Student Services** group began work in September 2018 with initial stakeholder consultations. Broader consultation would follow.
- The **Administrative Structure** group had met since Spring 2018 and identified several themes: the need to clarify senior leadership roles and responsibilities; improve communication and budget processes; examine best practices in reporting structures in campus-specific and institution-wide portfolios; and, the potential for further review of governance processes.
- The **Budget Relationships** group identified emerging themes: defining campus costs with more clarity; planning and priority-setting for the campuses; defining standard service levels institution-wide and specifically by campus. Meetings would continue in Fall 2018.

In response to members' questions, the Provost confirmed that consultation was ongoing and would continue with each phase of each working group having different consultation plans and pathways. Consultation by the working groups took several forms, which included face-to-face interviews; small and large group meetings; and a large survey of PDAD&C members.

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Budget Model Review

The following highlights on the *Budget Model Review* were given:

- The budget model had been introduced in 2006 and had served the University community well during that time. Minor ‘tweaks’ had been made but a substantive review had not been undertaken previously and was now appropriate.
- An update of the of the five pillars (areas) under review and the mandate for each was given:
 - **Strategic Mandate Agreement (SMA)** -- to analyze the implications of funding formula changes for the budget model;
 - **Cost Efficiencies Working Group** -- to identify opportunities for efficiencies and to recommend incentive structures;
 - **Alternative Funding Sources Advisory Group** -- to explore best practices and recommend strategies to develop alternative revenue sources;
 - **Inter-Divisional Teaching** -- to develop a financial framework for inter-divisional teaching at the undergraduate level; and
 - **Tri-Campus Budget Relationships** -- also a part of the Tri-Campus Review, with a mandate to analyze budget revenues, costs and metrics across the three campuses.
- Most working groups began to meet in summer 2018 (or earlier), and reports by the groups were anticipated during the 2018-2019 academic year.

Provincial Government

The Provost provided a brief update on relations with the new Provincial Government, and highlighted government initiatives regarding freedom of speech on campuses and confirmed that the University had strong policies and procedures already in place. She highlighted the University’s website, [freespeech.utoronto.ca website](https://freespeech.utoronto.ca), and reiterated that the University’s policy framework satisfied the government requirements.

In response to a member’s question, the Provost indicated that the Administration continued to monitor the impact of new media use in relation to freedom of speech issues. She further explained that a better understanding of the government process and principles was anticipated.

The Chair thanked the Provost for her report.

OPEN SESSION CONSENT AGENDA

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On a motion duly moved, seconded, and carried

YOUR BOARD APPROVED THAT

the consent agenda be adopted.

4. Report of the Previous Meeting: Report Number 217 – May 31, 2018

[Report Number 217](#), from the meeting of May 31, 2018 was approved.

5. Business Arising from the Report of the Previous Meeting

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

6. Item for Information

Members received the following reports for information:

a) 2018-2019 Calendar of Business

b) [Report Number 245 of Agenda Committee](#) – June 28, 2018

c) Report Number 246 of Agenda Committee – September 25, 2018

d) [Report Number 192 of the Committee on Academic Policy and Programs](#) – September 17, 2018

e) Report Number 182 of the Planning and Budget Committee – September 18, 2018

7. Items Under Summer Authority

8. Date of the Next Meeting – Day, Month Date, 2018, 4:10 – 6:10 p.m.

The Chair reminded members that the next meeting would be held on Thursday, November 22, 2018 at 4:10 p.m.

END OF CONSENT AGENDA

9. Other Business

There were no matters of other business.

THE BOARD MOVED *IN CAMERA*.

10. Quarterly Report on Donations: May 1 to July 31, 2018

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The Board received for information the Quarterly Reports on Donations for the period May 1 to July 31, 2018.

THE BOARD RETURNED TO OPEN SESSION.

The meeting adjourned at 6:10 p.m.

Secretary

Chair

October 4, 2018