

UNIVERSITY OF TORONTO

THE GOVERNING COUNCIL

REPORT NUMBER 245 OF THE BUSINESS BOARD

Monday, March 18, 2019

To the Governing Council,
University of Toronto.

Your Board reports that it met on Monday, March 18, 2019 at 5:00 p.m. in the Medical Sciences Building, Room 2317, with the following members present:

Gary D. Goldberg (in the Chair)
Meric S. Gertler, President
Scott Mabury, Vice-President, Operations
and Real Estate Partnerships
Kelly Hannah-Moffat, Vice-President, Human
Resources and Equity
Sheila Brown, Chief Financial Officer
Andrew Binkley
Robert G. Boeckner
David Bowden
Harvey T. Botting
Sara Gelgor
Avrum Gotlieb
Sue Graham-Nutter
Mark Krembil
Jan Mahrt-Smith
Price Amobi Maka*
John Paul Morgan
Chris Thatcher
Bruce Winter*

**participated via conference call*

Non-Voting Assessors:

Cheryl Regehr, Vice-President and Provost
David Palmer, Vice-President, Advancement
Trevor Rodgers, Assistant Vice-President,
Planning and Budget
Gilbert Delgado, Chief, Planning, Design
and Construction
Ron Saporta, Chief Operations Officer,
Property Services & Sustainability
Sheree Drummond, Secretary of the Governing
Council

Secretariat:

Anwar Kazimi, Deputy Secretary of the
Governing Council
Tracey Gameiro
Patrick F. McNeill, Secretary

Regrets:

Preet Banerjee
P.C. Choo
Ian Peter Hutson
Mala Kashyap
Brian Lawson
Brian A. Miron
Keith Thomas

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In Attendance:

Gwen Burrows, Executive Director, Office of the Vice-President, International
Ken DeBaeremaeker, Director, Enrolment and Tuition Fees Planning and Analysis
Althea Blackburn-Evans, Executive Director, Communications Strategy and
Stakeholder Relations
Rosalyn Figov, Chief Operations Officer, Office of the Vice-President Human Resources
and Equity (VPHRE)
Richard Levin, Executive Director, Enrolment Services and University Registrar
Archana Sridhar, Assistant Provost, Office of the Vice-President and Provost
Donna Wall, Director, Financial Aid and Awards
Lucinda Jiang Qu, Student
Kristen Zimmer, Student

ITEMS 2(a.), 2(b.), 3 AND *IN CAMERA* ITEM 17(a.) ARE RECOMMENDED TO THE GOVERNING COUNCIL FOR APPROVAL. ITEMS 4, 7 AND *IN CAMERA* ITEMS 16(a.), (b.) AND (c.) WERE APPROVED. ALL OTHER ITEMS ARE REPORTED TO THE GOVERNING COUNCIL FOR INFORMATION.

*Pursuant to section 33(i) of By-Law Number 2,
items 13-17 were considered in camera.*

MAIN THEME: STUDENT FEES AND THE BUDGET

1. Chair's Remarks

In the absence of the Chair and Vice-Chair, Mr. Gary Goldberg, a member of the Board, had been asked to be in the Chair for the meeting.

The Chair welcomed members and guests, including President Gertler. In light of the circumstances, which were not covered by the Agenda, he invited the President to make some opening comments.

President Meric Gertler reported on a recent incident at the Bahen Centre involving the death of a student. He stated that the University wished to respect the privacy of the individual involved and acknowledged the profound effect on family, friends and colleagues.

Provost Cheryl Regehr expressed her condolences and acknowledged the sadness felt by students, faculty and staff, and the entire University community. The Provost encouraged anyone who needed assistance to reach out to the resources available; the University had put in place an offer of counselling and advised that a crisis worker was immediately available. Professor Regehr stated that there was a growing need for mental health services on campus and partnerships with agencies in the wider community to better address mental health issues.

The Chair thanked President Gertler and Provost Regehr for their remarks.

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The Chair advised members that the main theme of the meeting was ‘student fees and the budget’. Mr. Goldberg made reference to two background reports that had been provided: under Item 1(c) *Annual Report on Student Financial Support*; and Item 1(d) *Enrolment Report*. He thanked those members who were able to attend the budget preview information session held on February 25, 2019.

Professors Regehr and Mabury delivered a joint [presentation](#) on the *Budget Report for 2019-2020* and the *Long Range Budget Guidelines 2019-20 to 2023-24*. It was noted that a balanced budget was proposed for 2019-2020. Professor Regehr addressed the challenges presented by the mandated 10% reduction in domestic tuition fees, explaining that it resulted in an effective 3% decrease to overall university revenues, but would impact programs and divisions differentially.

In providing the context for the *Report*, the following areas were highlighted:

- divisional enrolment plans and the impact of changes to student financial support programs;
- changing sources of revenue and the resulting overall budget increase of 3.5%;
- expenses related to faculty and staff compensation, including pension plan deficit payments;
- priority investments in academic divisions, including University Fund allocations for 2019-2020; and
- support for capital projects and University-wide shared services.

The Chair thanked the Provost and Vice-President Mabury for their presentation.

In response to Members’ questions and comments, Professors Regehr and Mabury stated the following:

- growth in demand for Enrolment Services support was different across divisions; although overall enrolment wasn’t planned to increase, additional financial resources had been allocated to address the increase in the number of international applications received (approximately 20% increase in activity);
- the University was joining the UniForum program which would improve the ability to evaluate and analyze the effectiveness of administrative support services across all three campuses relative to international peer institutions; such initiatives had been undertaken at other Canadian universities (i.e. McMaster University and University of Alberta), as well as in universities in Australia, New Zealand, and the United Kingdom; and
- one of the budget model principles was that revenue and expense cannot and should not always be balanced at the level of program or division. When justified by the university’s academic priorities, the budget mechanism makes it possible to re-allocate support to programs where revenues and costs are not matched.

President Meric Gertler expressed his strong support for the *Budget* and *Long Range Budget Guidelines*. The President acknowledged the challenges presented by recent Provincial Government announcements regarding tuition fees and student aid; and the negative impact on accessibility to post-secondary education. The changes had hurt students indirectly by removing revenue from the University budget that was used to improve access for students with financial need. Going forward, the University would attempt to minimize the impact of the loss of revenue and ensure students would continue to receive financial support.

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2. Tuition Fees

a) Tuition fee Schedule for Publicly Funded Programs, 2019-20

On the recommendation of the Vice-President, Operations and Real Estate Partnerships,

YOUR BOARD RECOMMENDED TO THE GOVERNING COUNCIL

THAT the 2019-20 tuition fees as described in the Tuition Fee Schedule for Publicly-Funded Programs 2019-20 (February 11, 2019) be approved; and

THAT the tuition fees for 2020-21 for the special programs identified in Tables B2 and C2 of Appendices B and C of the aforementioned report be approved.

b) Tuition Fee Schedule for Self-Funded Programs, 2019-20

On the recommendation of the Vice-President, Operations and Real Estate Partnerships,

YOUR BOARD RECOMMENDED TO THE GOVERNING COUNCIL

THAT the *Tuition Fee Schedule for Self-Funded Programs, 2019-20* be approved.

c) Annual Report on Student Financial Support: Report of the Vice-Provost, Students 2017-18

The Chair noted that the *Report* was intended as background to the tuition fee schedule and that it was reviewed on February 26, 2019 by the Committee on Academic Policy and Programs, which was the body responsible for student financial support. There were no questions from members.

d) Enrolment Report, 2018-19

The Chair advised members that the *Enrolment Report* had been reviewed by the Planning and Budget Committee on February 27, 2019, which was responsible for enrolment planning. There were no questions from members.

3. Budget Report 2019-20 and Long Range Budget Guidelines 2019-20 to 2023-24

On the recommendation of the Vice-President, Operations and Real Estate Partnerships,

YOUR BOARD RECOMMENDED TO THE GOVERNING COUNCIL

THAT the Business Board concur with the recommendation of the Academic Board,

THAT the *Budget Report, 2019-20* be approved, and

THAT the *Long Range Budget Guidelines 2019-20 to 2023-24* be approved in principle.

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4. Academic Incidental Fees

a) New Administrative User Fees and Fines (Category 6 Ancillary Fees), 2019-20

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the fees listed in Table 1 of the Report entitled *Schedule of Ancillary Fees (Categories 5 and 6) 2019-20* be added to the Administrative User Fees and Fines Schedule for 2019-20;
And

THAT the fees listed in Table 2 of the Report entitled *Schedule of Ancillary Fees (Categories 5 and 6) 2019-20* be removed from the Administrative User Fees and Fines Schedule for 2019-20.

b) Category 5 Cost-Recovery Ancillary Fees, 2019-20 and Category 6, Administrative User Fees and Fines, 2019-20

The report was received by the Board for information.

5. Health and Safety Requirements: Quarterly Report on Compliance

Professor Hannah-Moffat apprised the Board of incidents that had occurred during the last quarter, for which the University had incurred no liability.

The VPHRE stated that based on the reports received through the operation of the *Occupational Health and Safety Policy*, and to the best of her knowledge, the University was in compliance with its health and safety obligations. The report was received by the Board for information.

6. Reports of the Administrative Assessors

Greenhouse Gas Reduction Program

Professor Mabury provided an update on the GGRP initiative, noting that \$35M in funding had been awarded to U of T through provincial funding for projects across all three campuses. While all projects were challenged by aggressive scheduling, Professor Mabury was confident that the main projects would be completed.

OPEN SESSION CONSENT AGENDA

On a motion duly moved, seconded, and carried

YOUR BOARD APPROVED

THAT the consent agenda be adopted.

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7. Report of the Previous Meeting

Report Number 244 from the meeting of February 4, 2019 was approved.

8. Business Arising from the Report of the Previous Meeting

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

9. Service Ancillaries Operating Plans, 2018-2019

Members received the Service Ancillaries Operating Plans, 2018-2019, for information.

10. Status Report on Debt to February 28, 2019

Members received the Status Report on Debt to February 28, 2019, for information.

CLOSING ADMINISTRATIVE MATTERS

11. Date of the Next Meeting – Tuesday, April 23, 2019

The Chair reminded members that the date of the next meeting was Tuesday, April 23, 2019 at 5:00 p.m.

12. Other Business

The Secretary of the Governing Council brought to the attention of the Chair that two students in attendance sought an opportunity to speak on the matter addressed by the President at the start of the meeting. The Chair granted speaking privileges to Ms Lucinda Jiang Qu and Ms Kristen Zimmer.

The students expressed concern about the University's mental health policies and practices; and in their opinion, commented that the University had not adequately allocated resources and funding to mental health services to address students' well-being. They reflected on the pressure faced by students to succeed academically, and offered suggestions regarding waiting list response times and the provision of a 24-hour counselling service. They also encouraged dedicated fundraising to support student mental health initiatives. References were also made to the *University-Mandated Leave of Absence Policy* and comments made by the Ontario Human Rights Commissioner at the time the *Policy* was initially proposed.

The Chair offered an opportunity for the President and Provost to respond to the students' concerns and comments.

President Gertler expressed his gratitude for the thoughtful and well-articulated comments. He stated that he shared many of the same concerns and that the University recognized that it could and would continue to do more to address mental health issues. The University had already invested in

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Other Business continued:

good faith in many service improvements in a substantial way, continued to work with students to solicit ideas, and had implemented a number of initiatives across the three campuses.

The Provost expressed her thanks and stated that the University would continue to invest in mental health services through budget funding allocations and philanthropic support. The Vice-Provost, Students and others in the administration would continue to engage with student leaders and others to discuss mental health needs of students and services available. She drew attention to the Expert Panel on Undergraduate Student Educational Experience, which was examining overall student experience, including opportunities to address cultural issues that might relate to mental health needs. In response to a Member's comment, the Provost re-confirmed that annual reporting of cases under the *University-Mandated Leave of Absence Policy* would be undertaken to be reported to the University Affairs Board.

THE BOARD MOVED *IN CAMERA*

**13. Quarterly List of Donations of \$250,000 or more to the University of Toronto:
November 1, 2018 - January 31, 2019**

The Quarterly Report was received by the Board for information.

14. In Camera Reports of the Administrative Assessors

The were no *in camera* reports from the Administrative Assessors.

**15. Collective Agreement: University of Toronto and CUPE 3907, September 1, 2018 –
August 31, 2021**

The Collective Agreement was received by the Board for information.

16. Employee Pension Contribution and Compensation Increases:

(a) CUPE 1230 (Library Workers)

On a motion duly moved, seconded and carried

YOUR BOARD APPROVED

The recommendation of Professor Hannah-Moffat, Vice-President, Human Resources and Equity, as outlined in the memorandum dated March 11, 2019, regarding Employee Pension Contribution and Compensation Increases for CUPE 1230 (Library Workers).

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(b) CUPE 3261 (Full-Time and Part-Time)

On a motion duly moved, seconded and carried

YOUR BOARD APPROVED

The recommendation of Professor Hannah-Moffat, Vice-President, Human Resources and Equity, as outlined in the memorandum dated March 11, 2019, regarding Employee Pension Contribution and Compensation Increases for CUPE 3261 (Full-Time and Part-Time).

(c) CUPE 3261 (89 Chestnut Unit)

On a motion duly moved, seconded and carried

YOUR BOARD APPROVED

The recommendation of Professor Hannah-Moffat, Vice-President, Human Resources and Equity, as outlined in the memorandum dated March 11, 2019, regarding Employee Pension Contribution and Compensation Increases for CUPE 3261 (89 Chestnut Unit).

17. Capital Project: Report of the Project Planning Committee for University of Toronto Partners in Innovation and Entrepreneurship (PIE) Complex Phase 1

(a) Financing Requirement

On a motion duly moved, seconded and carried

YOUR BOARD RECOMMENDED

THAT the recommendation of Professor Scott Mabury, Vice-President, Operations and Real Estate Partnerships, as outlined in the memorandum dated March 7, 2019, regarding the financing of the University of Toronto Partners in Innovation and Entrepreneurship (PIE) Complex Phase 1 capital project, be approved.

(b) Execution of the Project

On a motion duly moved, seconded and carried

YOUR BOARD APPROVED

The recommendation of Professor Scott Mabury, Vice-President, University Operations, as outlined in the memorandum dated March 7, 2019, regarding the execution of the University of Toronto Partners in Innovation and Entrepreneurship (PIE) Complex Phase 1 capital project.

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The Board returned to Open Session.

The meeting adjourned at 7:02 p.m.

Secretary

Chair

March 19, 2019