

**UNIVERSITY OF TORONTO  
THE GOVERNING COUNCIL  
REPORT NUMBER 220 OF THE ACADEMIC BOARD  
Thursday, March 14, 2019**

To the Governing Council,  
University of Toronto

Your Board reports that it met on Thursday, March 14, 2019, at 4:10 p.m. in the Council Chamber, Simcoe Hall with the following members present:

**Andrea M. Sass-Kortsak,**  
**Chair**

**Steven J. Thorpe, Vice-  
Chair**

Meric S. Gertler, President

Cheryl Regehr, Vice-  
President and Provost

Scott Mabury,  
Vice-President,  
Operations & Real  
Estate

Donald C. Ainslie

Catherine Amara

Laura Anderson

Aarthi Ashok

Glen Bandiera

Dwayne Benjamin

Harvey T. Botting

Markus Bussmann

Andrea B. Chiappetta

Emily Chu

Caryl L. Clark

Amrita G. Daniere

Jim Davis

Luc F. De Nil

Raisa B. Deber

Joseph R. Desloges

David Dubins

Wendy M. Duff

Susan Froom

Jason George Glover

Vivek Goel

Janneka Guise

Edie (YiYi) Guo

Edsel Ing

Linda Johnston

Glen A. Jones

William Ju

Ronald H. Kluger

Cara Krmpotich

Angela B. Lange

Ron Levi

Ben Liu

Kelly Lyons

Maureen MacDonald

Paul Malozewski

Susan McCahan

Shawn Medeiros

Faye Mishna

Kent G. W. Moore

Mary Pugh

Jennifer Purtle

Boaz F. Schuman

Said Sidani

Salvatore M. Spadafora

Eric Stubbs

Tom Sutherland

L. Trevor Young

Rachel Zand

**REGRETS:**

Ramona Alaggia

Benjamin Alarie

Larry P. Alford

Christine Allen

Cristina H. Amon

Ryan Balot

Joshua Barker

Randy Boyagoda

Shauna Brail

Adalsteinn I. D. Brown

David Cameron

George Christakis

Kenneth S. Cortis

Fernando Crupi

Maria Cristina Cuervo

Angela Esterhammer

Nicholas C. Everett

Zhong-Ping Feng

Emily Gilbert

Sol Goldberg

Tara Goldstein

William A. Gough

J. Connie Guberman

Daniel A. Haas

Richard Hegele

Thomas M. Hurka

Edward M. Iacobucci

Mallory Jackman

Ira Jacobs

Allan S. Kaplan

Mala Kashyap

Charlie Keil

Jeannie Kim

Anil Kishen

Ernest W. N. Lam

Mark Lautens

Fei-Fei Liu

Linda M. Kohn

Sally G. Krigstin

Tiff Macklem

Bonnie S. McElhinny

Don McLean

Nicholas W. P. Moroz

Olayemi Morgan

Emmanuel Nikiema

Lacra Pavel

Michele Peterson-Badali

Reinhart Reithmeier

Tian Renton

Suzan Schneeweiss

Sonia Sedivy

Hugh D. Segal

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Anne Harriet Simmonds  
Richard M. Sommer  
Andrew M. Spence  
James Stafford

Markus Stock  
Bogdan Stovba  
W. Keith Thomas  
Jessie Tong

Truc Tran  
Njoki Wane  
Robert M. Wright

**NON-VOTING ASSESSORS:**

Trevor Rodgers, Assistant Vice-President, Planning & Budget  
Gilbert Delgado, Chief of University, Planning, Design & Construction

**SECRETARIAT:**

Anwar Kazimi, Deputy Secretary  
Tracey Gameiro, Secretary, Academic Board  
Kristi Gourlay, Assistant Secretary & Ombuds Officer  
Patrick McNeill, Assistant Secretary

**IN ATTENDANCE:**

Tad Brown, Counsel, Business Affairs and Advancement  
Archana Sridhar, Assistant Provost, Office of the Vice-President and Provost

ITEMS 3 AND 5 ARE RECOMMENDED TO THE GOVERNING COUNCIL FOR APPROVAL; ITEM 6 IS FORWARDED TO THE EXECUTIVE FOR CONFIRMATION. ALL OTHER ITEMS ARE REPORTED FOR INFORMATION. ITEMS 15 TO 17 WERE CONSIDERED *IN CAMERA*.

**OPEN SESSION****1. Chair's Remarks**

The Chair welcomed members and guests to the meeting. She acknowledged and thanked those current Board members who had been acclaimed or elected to the Academic Board for 2019-2020, these included: Professors Ettore Damiano, Paul Downes, William Ju, Nick Rule, and Rosa Saverno.

Members were also reminded that they would have the opportunity to identify their committee preferences for next year, and were encouraged to complete the online form.

**2. Report of the Vice-President and Provost**

Professor Cheryl Regehr, Vice-President and Provost, offered brief remarks in respect of the Student Choice Initiative (SCI) recently announced by the Ontario Government, which allowed students to opt out of certain ancillary (non-tuition) fees classified by the government as non-essential. The new framework would be in place for September 2019. In response to members' questions and comments, the Provost explained that the Vice – Provost, Students had consulted with and gathered information from the University's 45 student societies to ensure the broader student body would be provided with appropriate guidance to make informed choices in the opt-out process. She added that consideration would be given to an 'opt-in' option in the newly designed system to allow students to

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opt back in to a service/activity they originally had opted out of, but that the key focus of system development was to comply with the government's opt-out requirement within the short timeframe provided.

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

The Chair informed the Board of the governance path for the *Budget Report 2019-20* and the *Long Range Budget Guidelines 2019-20 to 2023-24*, noting that on February 27, 2019 the Planning and Budget Committee had reviewed the Reports and recommended their approval to Academic Board. She further commented that on March 18, 2019, the Business Board would review the Budget for concurrence with the Academic Board's recommendation and, should this occur, it would then proceed to Governing Council for approval on April 4, 2019.

Professor Regehr and Professor Scott Mabury, Vice-President, Operations and Real Estate Partnerships gave a [presentation](#) on the *Budget* and *Guidelines*, and highlighted the following:

- a balanced revenue and expense budget of \$2.77 billion was proposed for 2019-20;
- operating revenue was 3.5% higher than in 2018-19 but revised downward from the 5.2% projected growth rate to reflect the net impact of the 10% reduction in domestic tuition fees;
- expenses related to faculty and staff compensation and pension plan deficit payments represent 63% of all projected operating expenses;
- despite revenue constraint, the University was continuing to make high priority investments in academic and shared service divisions;
- investment in shared services included prioritizing investments in technology that could increase efficiency, and spending on deferred maintenance;
- continued success in meeting enrolment targets and making progress towards long-term goals;
- University Fund allocations to fund key academic priorities, including, hiring of faculty from under-represented groups, improving student space, and structural budget support for those divisions most affected by the domestic tuition reduction; and
- the University's ongoing commitment to student financial aid.

Members commended the presenters on the comprehensive presentation, as well as the University's continued ability to cope with financial challenges while maintaining academic priorities and minimizing the impact of economic volatility.

As part of the discussion, the following matters were addressed:

- continued advocacy with the Provincial Government to minimize any further reductions in tuition and operating grant revenues;

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- priority to enrich our community and classrooms by bringing the diverse perspectives of international students from around the world, and ongoing efforts to reduce financial barriers for exceptional students who might not otherwise have the financial means to study at the University;
- commitment by the Provost to mitigate the differential impact of the 10% domestic tuition reduction so that no division would be required to absorb more than a 3% budget cut;
- ongoing review and strategic planning related to the University's deferred maintenance needs;
- the continued growth of continuing education and professional education programs, and the contributions made by income generated from those programs to shared services like libraries and communal spaces.

In response to a member's concern over the University having a large number of international students drawn from a single source country, the President remarked that the University's international recruitment strategy was designed to diversify student recruitment and ease over-reliance on a single market for admissions. He noted that international marketing was happening in a coordinated way, and that the University was seeing results from engagement of international alumni and proactive global media strategies.

The President recognized efforts made to increase the University's international profile, citing the success of a recruitment event recently hosted in India for prospective students, and soaring rankings on global indicators of the quality and employability of U of T graduates.

On motion duly moved, seconded and carried

YOUR BOARD RECOMMENDED

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

THAT the *Long Range Budget Guidelines 2019-2020 to 2023-24* be approved in principle.

**4. Enrolment Report, 2018-19**

The *Enrolment Report, 2018-19*, was provided to members for information.

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

The capital project was recommended to Academic Board by the Planning and Budget Committee at its meeting on February 27, 2019.

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Professor Scott Mabury introduced the project and a [presentation](#) was given by Gilbert Delgado, Chief of University, Planning, Design & Construction. Key points raised during the presentation and discussion included the following:

- the project's focus on enhancing industry partnerships, driving innovation, and fostering entrepreneurship;
- specifically designed shared spaces, distributed vertically throughout the building in order to leverage collaboration between users and encourage more informal sharing of ideas;
- energy efficiencies and sustainable building strategies;
- commemorative spaces and celebrations honoring the contributions of Frederick Banting, Charles Best, James Collip and John Macleod as part of the 100- year anniversary of the discovery of insulin; and
- plans to transition and phase current tenants.

On motion duly moved, seconded and carried

YOUR BOARD RECOMMENDED

THAT the *Report of the Project Planning Committee for University of Toronto Partners in Innovation and Entrepreneurship (PIE) Complex Phase 1*, dated November 28, 2018, be approved in principle; and,

THAT the project totaling 23,480 gross square metres (gsm), be approved in principle, to be funded by Fundraising, Central and divisional reserves, Four Corners reserves, Borrowing (Institutional) and Borrowing (Four Corners).

## OPEN SESSION CONSENT AGENDA

On a motion duly moved, seconded, and carried

YOUR BOARD APPROVED THAT

the consent agenda be adopted.

- 6. Name Change of Academic Units - Change in the name of the Faculty of Arts and Science's *Department of the History of Art* to the *Department of Art History*, change in the name of the tri-campus *Graduate Department of Art* to the *Graduate Department of Art History***

On motion duly moved, seconded and carried

YOUR BOARD APPROVED

THAT subject to confirmation by the Executive Committee,

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THAT the name of the Department of the History of Art be changed to the Department of Art History, and the name of the Graduate Department of Art be changed to the Graduate Department of Art History, effective July 1, 2019.

**7. Report of the Previous Meeting: [Report Number 219](#) – January 31, 2019**

Report Number 219, from the meeting of January 31, 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. Reports for Information**

Members received the following reports for information:

- a) Report Number 249 of the Agenda Committee – January 22, 2019
- b) Report Number 250 of the Agenda Committee – February 26, 2019 (Special Meeting)
- c) Report Number 195 of the Committee on Academic Policy and Programs – February 26, 2019
- d) Report Number 185 of the Planning and Budget Committee – February 27, 2019

**10. Lawrence S. Bloomberg Faculty of Nursing: Guidelines for Assessment of Effectiveness of Teaching in Tenure, Continuing Status, and Promotion Decisions**

The Lawrence S. Bloomberg Faculty of Nursing: Guidelines for Assessment of Effectiveness of Teaching in Tenure, Continuing Status, and Promotion Decisions, were provided to members for information.

**11. Appointments: President’s Teaching Award Selection Committee**

The appointments to the President’s Teaching Award Selection Committee were provided to the Board for information.

**12. University Professors Selection Committee**

The membership of the University Professors Selection Committee was provided to members for information.

**13. Date of the Next Meeting – Wednesday, April 17, 2019, 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**

**14. Other Business**

There were no matters of other business.

**THE BOARD MOVED *IN CAMERA*.**

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

The Board received for information the Quarterly Reports on Donations for the period November 1, 2018 to January 31, 2019.

**16. Appointment of an Assistant Secretary to the University Tribunal**

On a motion duly moved, seconded and carried

IT WAS RESOLVED

THAT Ms. Jennifer DENT be appointed Assistant Secretary of the University Tribunal effective March 14, 2019.

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

On motion duly moved, seconded and carried

YOUR COMMITTEE RECOMMENDED

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

**The Board returned to Open Session.**

**The meeting adjourned at 5:40 p.m.**

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Secretary  
March 15, 2019

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Chair