

UNIVERSITY OF TORONTO  
THE GOVERNING COUNCIL  
**REPORT NUMBER 472 OF**  
**THE EXECUTIVE COMMITTEE**

**Monday, May 11, 2015**

To the Governing Council,  
University of Toronto.

Your Committee reports that it held a meeting on Monday, May 11, 2015 at 5:00 p.m. in the Boardroom, Simcoe Hall, with the following members present:

Ms. Judy Goldring, Chair Ms Shirley Hoy, Vice-Chair Professor Meric Gertler, President Mr. Harvey Botting Ms Alexandra Harris * Ms. Claire M.C. Kennedy * Dr. Gary P. Mooney Ms N. Jane Pepino Professor Salvatore Spadafora Professor Janice Gross Stein Mr. Keith Thomas	<b>Non-Voting Member:</b> Mr. Louis R. Charpentier, Secretary of the Governing Council  <b>Secretariat:</b> Ms. Sheree Drummond Mr. Lee Hamilton
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\* by phone

**In Attendance:**

Professor William Gough, Chair, UTSC Campus Council and Member of the Governing Council  
Professor Andrea Sass-Kortsak, Chair, Academic Board  
Mr. John Switzer, Chair, Business Board and Chair, UTM Campus Council and Member of the  
Governing Council  
Mr. Andrew Szende, Chair, University Affairs Board and Member of the Governing Council

Professor Cheryl Regehr, Vice-President and Provost  
Professor Scott Mabury, Vice-President, University Operations  
Ms Nadine Jamison, Executive Director, Stakeholder Relations and Strategic Initiatives, Office  
of the President  
Ms Bryn MacPherson, Assistant Vice-President and Chief of Protocol, Office of the President  
Mr. Tony Gray, Director, Strategic Research, Office of the President

Ms Marny Scully, Assistant Vice-President, Government, Institutional and Community Relations  
Mr. Jeff Lennon, Director, Policy and Analysis, Government, Institutional and Community Relations

*Pursuant to section 28 (e) and 38 of By-Law Number 2, consideration of items 12 to 18 took place in camera.*

The meeting was held in closed session.

## **1. Chair's Remarks**

The Chair welcomed members. She remarked that convocation ceremonies were scheduled to commence in the first week of June and that governors were encouraged to participate in convocation activities as their schedules permitted.

The Chair noted that on April 23, 2015 she had communicated to all governors regarding an important amendment to the *University of Toronto Act, 1971* contained in the province's 2015 Budget legislation introduced in the Ontario Legislative Assembly that day, which removed the requirement that members of the University of Toronto's Governing Council be Canadian Citizens. She noted that the amendment had been included by the government in response to the longstanding wish of the Governing Council to reflect the diversity of the University of Toronto community. The Chair stated that this amendment of the *Act* had been a priority for herself, as well as for the President and the Governing Council, and expressed her great pleasure that the University's requested change had been acted upon by the Government of Ontario.

Speaking for the record, the Chair provided members with a brief summary of events leading up to the amendment of the *Act*, explaining that: the question of the citizenship requirement had been raised periodically for a number of years. In fact, in 1986 the Governing Council had resolved that it would be a priority in the event that a request was made to open the *Act* for reconsideration. Initial exploration of the relevant legal issues had begun with then-Chair Richard Nunn in 2012-2013, and amending the citizenship requirement had remained a priority for the Chair, with the President's agreement, full support and leadership, when Ms Golding assumed the role in 2013-2014. The University's internal legal counsel, external legal counsel and Vice-President, International, Government and Institutional Relations had worked diligently to examine the specific issues for consideration and the options available to the University. The goal was to address the particular matter of citizenship for members of Governing Council: administrative staff, alumni, faculty, Lieutenant Governor-in-Council appointees and students. The University did not seek changes to existing provisions related to the Chancellor and the President, which would require more analysis and discussion and which may be revisited at a future time.

The Chair explained to Executive Committee members that the University had consulted with and sought advice from officials in the Ministry of Training, Colleges and Universities and the Ministry of the Attorney General on options and steps to be taken. Provincial government officials had concurred with the University's view that the specific revision in

question was a matter of good governance and that the change would support the Governing Council's desire to reflect the diversity of the University of Toronto community.

The Chair reminded members that, over the many months of quiet and intense activity, she had sought to ensure that Executive Committee members, and all governors, were aware that work was ongoing. To that end, the Chair had updated the Executive Committee and the Governing Council periodically. The Chair affirmed that the University leadership was pleased with the process and the outcome and looked forward to passage of the amendment to the *Act*.

The Chair concluded her comments on the citizenship amendment by thanking President Gertler, Vice-President Judith Wolfson, Senior Legal Counsel Steve Moate, Legal Counsel Nora Gillespie, and Secretary of the Governing Council Louis Charpentier for all their work towards achieving this result. Several members of the Executive Committee expressed their commendation for the President and the Chair on the outcome.

## **2. Report of the President**

The Chair invited the President to make his report to the Executive Committee. President Gertler remarked that he wished to begin with an update from the Vice-President and Provost on academic continuity related to the recent labour action at the University, as well as developments pertaining to student societies.

Vice-President and Provost Cheryl Regehr informed members that 4,500 courses had been offered across all divisions of the University in the term coinciding with the labour action, and that the majority of those courses had not been significantly affected. She noted that, of those courses that had been affected, for the most part, instructors had found ways to make changes to their courses through flexible course requirements, or by using the provisions of the *Grading Practices Policy*.

The Provost advised members that in only 32 of the 4,500 courses had instructors and divisions been unable to make the necessary changes to their course requirements using the *Grading Practices Policy*, due largely to the timelines required by that Policy; as a result, disruptions had been declared in those 32 courses. Of these, one course disruption was declared in the Faculty of Information, and the remainder were spread evenly across the Faculty of Arts and Science, UTM, and UTSC.

The Provost emphasized that no disruptions of entire programs, departments or Faculties had been declared, and that no course at the University had been outright cancelled as a result of the strike, nor had the term been extended. She remarked that many students had expressed their great appreciation for this, given that many had made preparations to take up summer employment, commence summer courses, or had already made travel arrangements to return home for the summer. The Provost called members' attention to the large number of people across the institution who had worked very hard to promote student success during the challenging four weeks of the strike, and expressed her immense gratitude for their efforts.

Professor Regehr noted that, in acknowledgement of the substantial impact that the strike had on some students, an option was made available to make some courses Credit/Non-Credit for this term only. She stated that, in light of this, the Working Group on Academic Continuity had recognized that an increased number of CR grades could potentially have an impact on students' applications to second entry and graduate programs. The Provost's Office had been in touch with second-entry and graduate programs as well as registrars across the University and other universities across North America regarding the potential impact (thought to be minimal) and related transcript notations.

Professor Regehr also informed members that the issue of graduate student funding was the topic of ongoing meetings and discussions focusing on options and decisions to be developed at the departmental and divisional levels.

Turning to the Student Societies policy development process, Professor Regehr advised members that consultations were underway with student groups to discuss the principles and factors to be considered in a proposed *Policy on Open, Democratic and Accessible Operation of Student Organizations*. She stated that the proposed policy would articulate the principles of open, democratic and accessible functioning of student societies, inclusive of an appeals panel, and that a document outlining the principles and factors for consideration had been circulated for discussion. She noted that, to date, the Vice-Provost, Students and members of her Office had met with representatives of the Scarborough Campus Students' Union (SCSU), Graduate Students' Union (GSU), Association of Part-Time Undergraduate Students (APUS) and the Students' Administrative Council (SAC), operating as the University of Toronto Students' Union (UTSU), as well as Divisional and College societies, and student members of Governing Council and the University Affairs Board, and that consultations would continue through the summer, to include discussions with newly elected student society executive members.

The Provost apprised members that a number of the large student organizations had raised concerns about the role of the administration in the complaints process, whereas other student societies had signaled their support for policy development in this area. She explained that some time had been spent clarifying the role of the Provost under the [\*Policy on Compulsory Non-Academic Incidental Fees\*](#), and reminded members that the *Procedure to Address Allegations of Irregularities* within that Policy stated that:

*“The Office of the Vice-President and Provost should ensure that the society's internal complaint procedure had been exhausted before it proceeds further [...] If the Office of the Vice-President and Provost continues to have reason to believe that significant constitutional or procedural irregularities exist, further instalments of fees may be withheld.”*

Professor Regehr concluded her update by reminding members that the second policy recommendation in the Provost's Administrative Response pertained to the recognition, restructuring and evolution of student societies, and advised members that this was the subject of

a longer term discussion which she would address for the Executive Committee in a future update.

President Gertler resumed his Report by informing members that the two-day symposium *Cities of Learning* was concluding its first day of activities exploring ways in which major research-intensive universities across the Americas engaged with their respective cities and regions to enhance research, teaching and city-building. He noted that the symposium comprised a series of academic talks and panels on themes related to cities and inspired by the 2015 Pan American and Parapan American Games, including a very successful panel held that morning with senior leaders from leading universities in three previous PanAm Games host cities, namely: the University of São Paulo, the University of Buenos Aires, and the University of Chicago. President Gertler remarked that the PanAm Games provided the University with a fascinating opportunity to examine how major research institutions in other host cities had managed their relationship with their respective city-regions.

The President remarked on the Government of Canada's 2015-16 Budget, and drew members' attention to the \$1.33B allocated to the Canada Foundation for Innovation (CFI) over 6 years starting in 2017-18, reminding members that the CFI was an incredibly important source of funding, helping the University to attract and retain scientific talent, and that continued federal support for the CFI was one of the University's top advocacy priorities. The President also highlighted increased support for the federal granting councils (NSERC, SSHRC, CIHR) contained in the Budget, as well as the rebranding of the Indirect Costs of Research program as the "Research Support Fund" with an additional \$9M to support the indirect costs of research at Canadian universities. He noted, however, that the formula governing allocation of the Fund to institutions remained unchanged, resulting in a lower rate of support for indirect costs for those universities with larger research portfolios like the University of Toronto. President Gertler noted favourably the increased support contained in the Budget for Mitacs, TRIUMF, CANARIE, as well as the \$243.5M commitment for the Thirty Meter Telescope, which would ensure that Canadian astronomers and astrophysicists had a major share of coveted telescope time and opportunities to collaborate closely with colleagues from the US, China, India, and Japan. He noted that this announcement was the result of years of concerted advocacy across the country and beyond, and that it was very welcome. President Gertler also highlighted the Government of Canada's commitment of \$750M in 2017-18 to create a Public Transit Fund, growing to a projected \$1B annual commitment thereafter; he noted that this commitment by the federal government signaled a significant change in the transit infrastructure funding landscape and should bring many important benefits to urban universities and students.

Turning to the Government of Ontario's 2015-16 Budget, President Gertler noted the government's stated commitment to eliminate the deficit in 2017-18 and the constraint on expenditure that this entailed. He observed that the government had reaffirmed existing levels of per-student funding for undergraduate programs, and had also committed to funding graduate expansion according to the established Strategic Mandate Agreements (SMAs). President Gertler expressed his support for the government's ongoing commitment to post-secondary education sector differentiation, while remarking that the sector remained underfunded. He also drew members' attention to Budget measures intended to improve and modernize student

financial assistance, as well as measures increasing support for entrepreneurship activities, including \$13.8M to expand Campus-Linked Accelerators and \$3M to expand On-Campus Entrepreneurship Activities, and a \$23M commitment to establish the Aging and Brain Health Innovation Centre at Baycrest Hospital (a U of T partner hospital), and \$25M to support the Ontario Institute for Regenerative Medicine.

Turning to the inclusion in the Budget legislation of an amendment to the *University of Toronto Act, 1971* in order to remove the Canadian Citizenship requirement for membership on Governing Council, President Gertler expressed his wish to echo the Chair's comments by noting that this constituted a very significant milestone, the result of months if not years of advocacy – achieved in collaboration with students, administrators, and governors – and with the skilled leadership of Vice-President Judith Wolfson. He noted that it was a long overdue change, particularly given that international students comprised over 20 per cent of the University's undergraduate intake.

The President also noted that the Ontario Budget referenced the ongoing review of the funding formula for Ontario universities, stating that the initiative could have major implications and that the University was engaged with the process and monitoring developments with great interest.

Turning to international engagement and partnerships, the President summarized his leadership of the University's April delegation to Israel, accompanied by three academic colleagues from the Munk School, as well as Chancellor Michael Wilson, governor Gary Goldberg, and Vice-President Judith Wolfson. He highlighted the delegation's visits to three universities: the Hebrew University of Jerusalem, Tel Aviv University, and the Technion-Israel Institute of Technology. Among the activities undertaken by the delegation were renewal of Memoranda of Agreement, discussion of possible areas for future collaboration in research and entrepreneurship, and discussions with the Mayor of Jerusalem as well as Canada's Ambassador to Israel, with whom the President had co-hosted an alumni event in Tel Aviv. President Gertler also summarized meetings with leaders in the not-for-profit and government sectors to learn more about the *Startup Nation* phenomenon and the role that universities play within the Israeli innovation system. President Gertler remarked that Israel's universities were extraordinarily successful at combining excellence in basic research and commercialization, and that this success provided an excellent example from which the University of Toronto, the Province of Ontario, and Canada could learn.

Also pertaining to international partnerships, the President advised Executive Committee members that he had recently convened a Debrief Session following upon the University's delegation to India in late January 2015, held for all interested members of the University community in the Governing Council Chamber. He remarked that academic colleagues who had accompanied him to India had described their experiences to a full Chamber, and had reflected on the opportunities for research and teaching collaboration with IIT-Bombay and other research institutes and charitable trusts in India. He noted that the well-attended session had generated a lively and useful discussion of partnership opportunities, and he expressed his affirmation of this new approach to sharing the insights and experiences from the University's delegations abroad more widely with the University of Toronto community, and to engaging faculty and students in

the follow-up activities. He noted that, based on the success of this pilot exercise in University engagement, he would like to see it replicated on future occasions.

President Gertler then apprised members of the new QS World University Rankings by Subject released on April 29, 2015, noting that the University of Toronto continued to be recognized for its excellence in many areas. Summarizing the Rankings, he noted that the University of Toronto ranked among the top 25 universities in the world in 18 individual subject categories; only 12 universities (and only 7 public universities) in the world could claim higher standings in this regard (those were: Cambridge, Oxford, Berkeley, Stanford, UCLA, Harvard, the National University of Singapore, MIT, Tokyo, Columbia, Yale, and Melbourne). The President emphasized that this represented a significant accomplishment and constituted an enormous credit to the University's faculty, staff, students, alumni, and governors.

The Chair invited questions from members for the President and the Provost.

A member expressed his view that Government of Canada support for the indirect costs of research at Canadian universities was inadequate; another member commented on the importance of mending relations with graduate students post-strike. The President reminded members of the ongoing arbitration process and the anticipation of a ruling in late summer.

### **3. 2014 Performance Indicators for Governance**

The Chair noted that the 2014 Performance Indicators for Governance report constituted an important component of the President's and his Administration's accountability, representing an opportunity to consider how, as an institution, the University was advancing on its priorities. She invited the President to introduce the item.

The President remarked on the need for universities to be accountable, not least to students and to taxpayers, and emphasized the comprehensive nature of the indicators contained in the 2014 Performance Indicators for Governance report. He invited the Provost to summarize the findings contained in the report.

Professor Regehr introduced Ms Marny Scully, Assistant Vice-President, Government, Institutional and Community Relations (GICR), and Mr. Jeff Lennon, Director, Policy and Analysis (GICR), who were present to assist her in answering any questions. The Provost then proceeded to provide members with a systematic summary of the contents of the report. Topics covered included (but were not limited to): international rankings; citations and publications; faculty awards; national share of faculty, tri-council funding, and Canada Research Chairs; demographic trends in applications, admissions, retention, and graduation; international student enrolment and country of origin; diversity of student body (e.g. percentage of first generation students, aboriginal students, students registered with Accessibility Services); online course offerings; Co-Curricular Record participation; and student financial assistance.

The Chair invited questions for the Provost from members.

A member remarked favourably on the comprehensiveness of the report but suggested the introduction of per capita measures as a way to improve the assessment of quality.

Another member inquired about the relationship between the indicators contained in the report and those informing the University's Strategic Mandate Agreement (SMA) with the Ministry of Training, Colleges and Universities.

The Provost replied that a selection of measures had been identified during the SMA process, and that those measures were included in the report. She noted that the University's peer institutions were collecting data on many of the same measures, and that this data was available for comparison via data exchanges with these institutions. The Provost invited Ms Scully to comment; Ms Scully advised the Executive Committee that the report had directly informed the metrics that the University administration had decided to suggest to the Ministry during SMA-related discussions.

The Chair thanked the Provost, Ms Scully and Mr. Lennon, and expressed her appreciation on behalf of the Executive Committee for their work on the Performance Indicators.

## **CONSENT AGENDA**

On motion duly moved, seconded, and carried

**YOUR COMMITTEE APPROVED**

THAT the consent agenda be adopted and that the items be approved.

### **4. Item for Confirmation**

#### **a) Capital Project: Report of the Project Planning Committee for the University College Revitalization**

On motion duly moved, seconded, and carried

**YOUR COMMITTEE CONFIRMED**

THAT the Project Planning Committee Report for the University College Revitalization, dated March 10, 2015, be approved in principle; and

THAT the project scope of Phase One totalling 712 net assignable square metres (nasm) (950 gross square metres (gsm)), be approved in principle, to be funded by the Boundless Capital Campaign, Provost's Central Funds, University College Operating



Funds, Faculty of Arts and Science Capital Funds, and Capital Campaign Funds (Arts and Science & University College); and

THAT subsequent phases of the project be brought forward for approvals through the appropriate vehicle as funding becomes available to move forward with the implementation of later phases of the overall plan as presented in the Project Planning Committee Report.

**5. Report of the Previous Executive Committee Meeting – March 24, 2015**

Report Number 471(March 24, 2015) was approved.

**6. Business Arising from the Report of the Executive Committee Meeting**

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

**7. Report of the Governing Council Meeting – April 1, 2015**

Members received the Report of the April 1, 2015 Governing Council meeting for information.

**8. Business Arising from the Report of the Governing Council Meeting**

There was no business arising from the report.

**9. Reports for Information**

Members received the following items for information:

- a) Reports of Reviews of Academic Programs and Units, Part II (Review and Follow-up Report) (March 31, 2015)
- b) Report Number 197 of the Academic Board (April 23, 2015)
- c) Report Number 218 of the Business Board (April 7, 2015)
- d) Report Number 187 of the University Affairs Board (April 28, 2015) [Excerpt]
- e) Report Number 10 of the University of Toronto Scarborough Campus Council (March 3, 2014)
- f) Report Number 10 of the University of Toronto Mississauga Campus Council (March 5, 2015)

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**END OF CONSENT AGENDA**

**10. Date of Next Meeting – Monday, June 15, 2015 at 5:00 p.m.**

**11. Other Business**

- a) May 20, 2015 Governing Council meeting at UTM

**The Committee moved *In Camera*.**

*In Camera*

**12. Items for Confirmation**

- a) **Capital Project: Report of the Project Planning Committee for the University College Revitalization – Total Project Cost and Sources of Funding**

On a motion duly moved, seconded and carried

YOUR COMMITTEE RESOLVED

THAT the recommendation, by Professor Scott Mabury, Vice-President University Operations, in the memorandum dated April 23, 2015 regarding the University College Revitalization be approved.

**13. Item for Endorsement and Forwarding to the Governing Council**

- a) **Report of the Committee to Review the Office of the University Ombudsperson (2015)**

Mr. Jeff Collins, Chair of the Committee to Review the Office of the University Ombudsperson, provided a detailed overview of the work of the Committee and the recommendations contained in its Report.

On a motion duly moved, seconded and carried,

YOUR COMMITTEE RESOLVED

THAT the *Report of the Committee to Review the Office of the University Ombudsperson (2015)* be endorsed and forwarded to the Governing Council for approval in principle.

THAT the item be considered by the Governing Council *in camera*.

**14. University of Toronto Asset Management (UTAM) Appointments**

On a motion duly moved, seconded and carried

YOUR COMMITTEE RESOLVED

- a) THAT the following individuals be approved and nominated as members and directors of the University of Toronto Asset Management Corporation for one-year terms until the 2016 annual meeting of the Corporation or until their successors are appointed:

Professor Meric Gertler  
Ms. Sheila Brown  
Mr. William W. Moriarty  
Mr. W. John Switzer

- b) Mr. W. John Switzer be approved and nominated as a member and director of the University of Toronto Asset Management Corporation, and as Chair of its Board, for a one year term until the 2016 annual meeting or until his successor is appointed; and

- c) THAT, subject to approval by the UTFA Council, Professor Ettore Damiano be approved and nominated for a one year term until the 2016 annual meeting or until his successor is appointed

**15. Affiliated Hospital Board Appointments (Sunnybrook)**

On a motion duly moved, seconded and carried

YOUR COMMITTEE RESOLVED

THAT the following individuals be appointed / re-appointed members and directors of the Sunnybrook Health Sciences Centre Board of Directors, effective immediately, for terms to continue until the 2018 Annual General Meeting, or until their successors are appointed:

Mr. Thomas B. Flynn (re-appointment)  
Ms. Helen Hayward (re-appointment)  
Ms. Elizabeth A. Martin (re-appointment)  
Ms. Malen S. Ng (re-appointment)  
Ms. Martha Tory (new appointment)

**16. Senior Appointments**

**a) Senior Appointment**

On a motion duly moved, seconded and carried

YOUR COMMITTEE RESOLVED

1. THAT the recommendation by President Gertler in the memorandum dated May 6, 2015, be endorsed and forwarded to the Governing Council for approval; and
2. THAT, pursuant to section 38 of By-Law Number 2, the Governing Council considered the appointment by camera.

**b) Senior Appointment**

On a motion duly moved, seconded and carried

YOUR COMMITTEE RESOLVED

THAT the recommendation by President Gertler in the memorandum dated May 5, 2015, be approved.

**17. Committee Members with the President**

Members of the Executive Committee, with the Board Chairs, met privately with the President.

**18. Committee Members Alone**

Members of the Executive Committee, with the Board Chairs, met privately.

**The Committee returned to closed session.**

The meeting adjourned at 7:20 p.m.

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Secretary  
May 15, 2015

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Chair