

UNIVERSITY OF TORONTO

THE GOVERNING COUNCIL

MAY 16, 2019

MINUTES OF THE MEETING OF THE GOVERNING COUNCIL held on May 16, 2019 at 4:30 p.m.
in the Council Chamber, University of Toronto Scarborough

Present:

Claire Kennedy (Chair)
N. Jane Pepino (Vice-Chair)
Rose M. Patten, Chancellor
Meric S. Gertler, President
Cheryl Regehr, Vice-President and
Provost
Preet Banerjee
Harvey Botting
David N. Bowden
Catherine Bragg
P.C. Choo
Susan Froom
Gary D. Goldberg
Avrum I. Gotlieb
Mala Kashyap
Anna Kennedy
Litos Li
Jan K. Mahrt-Smith
Mohan Matthen
Douglas McDougall
Joanne McNamara
Sandhya Mylabathula
Andrea M. Sass-Kortsak
Salvatore M. Spadafora
Andrew Szende
Wisdom Tettey
W. Keith Thomas
Steven J. Thorpe
Mark Henry Rowswell
Bruce Winter

Sheree Drummond, Secretary of the
Governing Council

Secretariat:

Alexandra Di Blasio
Tracey Gameiro
Anwar Kazimi
Patrick McNeill
Rena Prashad
David Walders

Absent:

Janet Ecker
Zabeen Hirji
Edie Guo
Ernest W.N. Lam
Paul Kingston
Nykolaj F. Kuryluk
Mark Lautens
Brian D. Lawson
Ron Levi
Price Amobi Maka
Harry Orbach-Miller
John Paul Morgan
Mark Krembil
Tom Sutherland
Nicholas Terpstra
Samra Zafar

In Attendance:

Sarosh Jamal, Governor-Elect

David Estok, Vice-President Communications

Vivek Goel, Vice-President, Research and Innovation

David Palmer, Vice-President, Advancement

Scott Mabury, Vice-President, University Operations and Real Estate Partnerships

Nadina Jamison, Assistant Vice-President, Strategic Initiatives

Steve Moate, Senior Legal Counsel, Office of the President

Archana Sridhar, Assistant Provost

Arda Erturk, University of Toronto Scarborough Campus Council Member-Elect,

Axel Villamil, Student Presenter

1. Chair's Remarks

The Chair welcomed members and guests to the meeting. She thanked Professor Bernie Kraatz, Vice-Principal at UTSC for leading the pre-meeting tour. The Chair then offer congratulatory remarks to two Governors – Professor Ron Levi, for who had recently been made a Knight (or Chevalier) of the French Republic, and Professor Avrum Gotlieb, who had been awarded the Connaught Global Challenge Award.

The Chair then reported that, on May 2, the Governing Council approved the following motion by e-ballot:

Be it Resolved

THAT Professor Amrita Daniere be appointed as Acting Vice-President, University of Toronto, concurrent with her appointment as Principal, University of Toronto Mississauga (subject to the approval of the Agenda Committee), effective May 2, 2019 until September 3, 2019.

She thanked Professor Daniere for serving in this Acting capacity while Professor Krull was on leave.

The Chair invited Professor Wisdom Tettey, Vice-President and Principal, UTSC, to make remarks.

After welcoming members and guests to UTSC, Professor Tettey offered a presentation, appended [here](#), which outlined the Strategic Plan for UTSC. The central aim of the Strategic Plan was to engage in a participatory and inclusive process to position UTSC as both an anchor for the City as well as a global leader. The working group process, consultation activities to date as well as the eight key priorities for the Plan were outlined. Professor Tettey concluded by noting that the Plan would be finalized in Fall, 2019 and implemented in Winter, 2020.

The Chair thanked Professor Tettey for his report.

2. Report of the President

The President offered a report which addressed the following themes:

Provincial Government

The Provincial Budget had been announced on April 11th. Due largely to changes in OSAP, the portion of the budget allocated to the Ministry of Training, College and University was projected to drop from \$12.1B in 2018-19 to \$11.7B in 2021-22.

Performance-based funding

The Budget outlined a significant shift towards performance-based funding, starting in 2020-21 with *Strategic Mandate Agreement 3* (SMA3). Currently, only 1.4% of operating grant funding was allocated on a performance basis. In 2020-21, this would rise to 25% and would continue to increase annually to reach 60% by 2024-25. Performance-based funding would be tied to the following 10 performance metrics:

- Graduate earnings
- Experiential learning
- Skills and competencies
- Graduate employment outcomes
- Graduation rates of undergraduate programs
- Institution-specific metric: institutional strength and focus
- Research funding and capacity (Tri-Council funding)
- Research funding from industry (private sector investment)
- Local community impact (i.e. student population as a proportion of local population)
- Institution-specific metric on economic impact.

Faculty workload and compensation would also be included to strengthen transparency and accountability, but they would not be tied to funding. Institutions would have the flexibility to weight the metrics in ways that best reflected their differentiated strengths and strategic goals, and would be measured against their own targets relative to their historical performance (rather than being assessed in comparison to other universities in the system).

Once fully implemented, the performance-based component of the University's grant would comprise up to 12-13% of total funding (since the Provincial grant in total currently accounts for ~24% of the University's overall revenue). The University was currently working on clarifying how these metrics will actually be defined, and would continue to engage directly with government officials in the coming weeks. The University was also working closely with partners in the sector through the Council of Ontario Universities (COU) to inform a sector-wide advocacy approach. The President also noted that Moody's had recently issued their Credit Opinion for the University, which remained at Aa2 with a positive outlook.

Intellectual Property, Research, and Commercialization

The Provincial Government had also announced the creation of an Expert Panel to develop an action plan for intellectual property and to maximize commercialization opportunities related to the post-secondary education sector. This Panel would include representatives from post-secondary education, industry, innovation, venture capital and investment, banking and finance, as well as medical and IP legal experts.

Mental health

The government had allocated \$3.8B over the next ten years for mental health, addictions, and housing supports. Recently, Minister of Health Christine Elliott announced \$174M in funding to address critical gaps in Ontario's mental healthcare and addiction care system. This included \$30M for child and youth mental health services, and \$27M to fund mental health supports in Ontario's education system. The President had recently met with Minister of Training, Colleges and Universities Merrilee Fullerton, who had indicated that university students should receive some of the benefit from this funding. In the meantime, the University would continue to move forward on our four-point action plan to address issues around student mental health, in partnership with the broader community. The wellbeing of students remained the University's highest priority.

Student Choice Initiative (SCI) Update

The Provost noted that the University continued to meet with students and staff regarding the SCI. The list of which fees would be mandatory would be finalised by the end of May. Consultations regarding the online system through which students could opt out of 'non-essential' fees continued and the system would be operational by July 13, 2019.

In reply to members' questions, the President confirmed that the University was still examining and defining the performance metrics that would be tied to Provincial funding. Regarding membership on the *Presidential and Provostial Task Force on Student Mental Health*, the President confirmed that membership would include graduate students. Finally, the Provost indicated that a report would be provided to Governance in Fall, 2019 regarding student opt-out rates regarding 'non-essential' fees.

The Chair thanked the President for his report.

3. Strategic Presentation: University of Toronto Entrepreneurship Update

Professor Vivek Goel offered a presentation, appended [here](#), outlining the University's entrepreneurship objectives, entrepreneurship activities (from ideation to scale-up investment) and entrepreneurship activities, including course, event and co-curricular supports. The University's entrepreneurship community consisted of 10 incubators across three campuses, and in the past decade, 500 companies generating more than \$1B in investment had been generated. Student and startup funding was outlined, as was the recently launched entrepreneurship campaign, which was launched on March 11, 2019.

Professor Goel introduced Mr. Alex Villamil, a 2017 U of T graduate and entrepreneur, to address members. Mr. Villamil discussed how the training and mentorship he received at U of T's entrepreneurship incubators were instrumental in allowing him to form his company, StageKeep. StageKeep, a formation management tool which assisted choreographers and performers, had already partnered with Maple Leaf Sports and entertainment and was currently in discussions with The Walt Disney Company. Mr. Villamil credited the University's incubators for providing the outlet for both training, collaboration and the exchange of ideas in assisting him in his entrepreneurial endeavours.

In reply to questions from members, Professor Goel noted that while the focus of the University's incubators was to assist students in developing their ideas and getting innovation into the marketplace, there were also considerations related to ownership of and profit from intellectual property, especially as it pertained to institutional partners. Work was being done to develop clearer metrics for valuation. Professor Goel also noted that the Office of the Vice-President Advancement was working to develop a "founders network" to engage entrepreneurs at the University. Finally, Professor Goel noted that there were several initiatives underway to encourage participation from female, racialized and indigenous students.

The Chair thanked Professor Goel and Mr. Villamil for their presentation.

4. 2018 Performance Indicators for Governance

The Chair invited the Provost to introduce the 2018 Performance Indicators for Governance report. The Provost explained that the indicators were used for many purposes, including evaluation, communication and reporting to government. She then offered a presentation, appended [here](#) which highlighted the following categories in which the performance of the University was evaluated:

- Research
- International Rankings
- Graduate Employability Rankings
- Student Financial Support
- Accessibility Services
- Undergraduate Retention and Graduation
- Student Outbound Global Experience
- Undergraduate Paid Placements
- Graduate Reputation and Employability

A member asked a question regarding transfer rates among students in the transitional year (TYP) program and the Faculty of Arts and Science. The Provost noted that there were many access programs across the University, each of which targeted different student groups and people with different life challenges. The TYP had hired a new director who specialized in access for racialized students and admissions to the TYP and transfer rates from the TYP would be examined.

The Chair thanked the Provost for her presentation.

CONSENT AGENDA

On a motion duly made, seconded and carried

IT WAS RESOLVED

THAT the consent agenda be adopted and items on it approved.

5. Minutes of the Previous Meetings of the Governing Council

The minutes of the previous meeting of the Governing Council were approved.

6. Business Arising from the Reports of the Previous Meetings

There was no business arising from the reports of the previous meetings.

7. Reports for Information

Members received the following reports for information:

- a. Report Number 210 of the University Affairs Board (March 4, 2019)
- b. Report Number 220 of the Academic Board (March 14, 2019)
- c. Report Number 245 of the Business Board (March 18, 2019)
- d. Report Number 34 of the University of Toronto Scarborough Campus Council (March 7, 2019)
- e. Report Number 34 of the University of Toronto Mississauga Campus Council (March 8, 2019)
- f. Report Number 503 of the Executive Committee (March 26, 2019)

END OF CONSENT AGENDA

8. Date of Next Meeting – Tuesday, June 25 2019 from 4:30 to 6:30 p.m. in the Council Chamber, Simcoe Hall.

The Chair advised members that the next Governing Council meeting was scheduled for Tuesday, June 25th, 2019 at 4:30 p.m. in the Council Chamber, Simcoe Hall.

9. Question Period

There were no questions from members.

10. Other Business

There were no items of other business.

The Governing Council moved *In Camera*.

11. Capital Project: Student Commons located at 230 College Street – Total Project Cost Increase and Sources of Funding

On motion duly made, seconded and carried

IT WAS RESOLVED

THAT the recommendations concerning Total Project Cost and Sources of Funding for the Student Commons, located at 230 College Street, as outlined in the memorandum from Professor Scott Mabury, Vice-President of University Operation and Real Estate Partnerships dated May 9, 2019, be approved.

12. Appointments: Members of the Governing Council to Governance Bodies, 2019-20

On motion duly made, seconded and carried

IT WAS RESOLVED

THAT the recommendation concerning the appointment of the members of Governing Council to Governance Bodies, 2019-20, as outlined in the memorandum from Claire Kennedy, Chair of the Governing Council, dated May 9, 2019, be approved.

13. Appointments: Membership of the Committee for Honorary Degrees, 2018-19

On motion duly made, seconded and carried

IT WAS RESOLVED

THAT the following proposed membership of the 2019-2020 Committee for Honorary Degrees be approved:

Administrative Staff

Mr. John Monahan (Warden, Hart House)

Lay Members

Ms Wendy Cecil (Former Chair of the Governing Council)*

Ms. Janet Ecker (Lieutenant-Governor-In-Council Member of the Governing Council)*

Ms. Zabeen Hirji (Government Appointee Member of the Governing Council)

Students

Ms. Sandhya Mylabathula (Faculty of Kinesiology & Physical Education)

Mr. Gurvir Sangha (Faculty of Law)

Teaching Staff

Professor Maydianne C.B. Andrade (Department of Biological Sciences, University of Toronto Scarborough)*

Professor Brenda J. Andrews (Faculty of Medicine) *
Professor Arthur Ripstein (Faculty of Law and Department of Philosophy)*
Professor Janice Gross Stein (Department of Political Science)*

* member of 2018-2019 Committee.

14. Senior Appointments

a. Acting Vice-President, Operations and Acting Vice-Provost, Academic Operations

On motion duly made, seconded and carried

IT WAS RESOLVED

THAT Professor Kenneth S. Corts be appointed Acting Vice-President, Operations and Acting Vice-Provost, Academic Operations, for a four-month term, effective September 1, 2019 to December 31, 2019.

b. University Ombudsperson

On motion duly made, seconded and carried

IT WAS RESOLVED

THAT Professor Emeritus Ellen Hodnett be re-appointed as University Ombudsperson, for a two-year term effective July 1, 2019 until June 30, 2021.

c. Reappointment of Vice-President, Advancement

On motion duly made, seconded and carried

IT WAS RESOLVED

THAT Mr. David Palmer be reappointed as Vice-President, Advancement for a fourth-term, effective January 1, 2020 and continuing until December 31, 2025.

d. Confirmation of Appointment of Principal of Massey College

On motion duly made, seconded and carried

IT WAS RESOLVED

THAT the election of Ms Nathalie Des Rosiers as Principal of Massey College for a term effective August 1, 2019 to July 31, 2024 be confirmed.

The meeting returned to open session.

The meeting adjourned at 6:31 p.m.

Secretary

May 17, 2019

Chair