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
Lue 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. Corts
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
Laca Pavel
Michele Peterson-Badali
Reinhart Reithmeier
Tian Renton
Suzan Schneewess
Sonia Sedivy
Hugh D. Segal
ITEMS 3 AND 5 ARE RECOMMENDED TO THE GOVERNING COUNCIL FOR APPROVAL; ITEM 6 IS FORWARD 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
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.


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;
• 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.
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,
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.


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.

_________________________________             ______________________________________
Secretary                                                               Chair
March 15, 2019