

**UNIVERSITY OF TORONTO**  
**THE GOVERNING COUNCIL**  
**REPORT NUMBER 221 OF THE ACADEMIC BOARD**  
**Wednesday, April 17, 2019**

To the Governing Council,  
University of Toronto

Your Board reports that it met on Wednesday, April 17, 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

Vivek Goel

Vice-President,

Research

and Innovation

Donald C. Ainslie

Ramona Alaggia

Benjamin Alarie

Laura Anderson

Aarthi Ashok

Dwayne Benjamin

Markus Bussmann

David Cameron

Emily Chu

Caryl L. Clark

Kenneth S. Corts

Maria Cristina Cuervo

Amrita G. Daniere

Jim Davis

Raisa B. Deber

Joseph R. Desloges

David Dubins

Angela Esterhammer

Susan Froom

Jason George Glover

J. Connie Guberman

Janneka Guise

Edie (YiYi) Guo

Richard Hegele

Thomas M. Hurka

Edsel Ing

Mallory Jackman

Linda Johnston

Allan S. Kaplan

Charlie Keil

Anil Kishen

Ronald H. Kluger

Ernest W. N. Lam

Angela B. Lange

Ben Liu

Kelly Lyons

Maureen MacDonald

Paul Malozewski

Susan McCahan

Don McLean

Shawn Medeiros

Nicholas W. P. Moroz

Emmanuel Nikiema

Mary Pugh

Jennifer Purtle

Reinhart Reithmeier

Salvatore M. Spadafora

Markus Stock

Tom Sutherland

W. Keith Thomas

Truc Tran

Rachel Zand

**REGRETS:**

Larry P. Alford

Christine Allen

Catherine Amara

Cristina H. Amon

Ryan Balot

Glen Bandiera

Joshua Barker

Harvey T. Botting

Randy Boyagoda

Heather S. Boon

Shauna Brail

Adalsteinn I. D. Brown

Christine Burke

Andrea B. Chiappetta

George Christakis

Fernando Crupi

Nicholas C. Everett

Zhong-Ping Feng

Luc F. De Nil

Emily Gilbert

Sol Goldberg

Tara Goldstein

William A. Gough

Daniel A. Haas

Kelly Hannah-Moffat

Edward M. Iacobucci

Ira Jacobs

Glen A. Jones

William Ju

Mala Kashyap

Jeannie Kim

Mark Lautens

Ron Levi

Fei-Fei Liu

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Linda M. Kohn	Michele Peterson-Badali	Andrew M. Spence
Sally G. Krigstin	Tian Renton	James Stafford
Cara Krmopotich	Trevor Rodgers	Bogdan Stovba
Ulrich Krull	Edward (Ted) Sargent	Eric Stubbs
Tiff Macklem	Suzan Schneeweiss	Wisdom J. Tettey
Bonnie S. McElhinny	Boaz F. Schuman	Jessie Tong
Faye Mishna	Sonia Sedivy	Njoki Wane
Kent G. W. Moore	Hugh D. Segal	Robert M. Wright
Olayemi Morgan	Said Sidani	L. Trevor Young
David Palmer	Anne Harriet Simmonds	
Lacra Pavel	Richard M. Sommer	

**NON-VOTING ASSESSORS:**

Gilbert Delgado, Chief of University, Planning, Design & Construction

**SECRETARIAT:**

Tracey Gameiro, Secretary, Academic Board

**IN ATTENDANCE:**

Judith Chadwick, Assistant Vice-President, Research Services  
Derek Newton, Assistant Vice-President, Innovation, Partnerships and Entrepreneurship  
Archana Sridhar, Assistant Provost, Office of the Vice-President and Provost  
Gwen Burrows, Executive Director-International, Office of the Vice-President International  
Helen Lasthiotakis, Executive Director, Strategic Partnerships, Office of the Vice-President, Research & Innovation  
Jose Sigouin, Director, Research Information Analysis, Office of the Vice-President, Research and Innovation  
Daniella Mallinick, Director, Academic Programs, Planning and Quality Assurance, Office of the Vice-President and Provost  
Justine Garrett, Coordinator, Academic Programs and Planning, Office of the Vice-President and Provost

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ITEMS 12 WAS CONSIDERED *IN CAMERA*. ALL OTHER ITEMS ARE REPORTED FOR INFORMATION.

*Pursuant to section 33(i) of By-Law Number 2,  
Item 12 was considered in camera.*

## OPEN SESSION

### 1. Chair's Remarks

The Chair welcomed members and guests to the meeting. She encouraged Board members to participate in one of the 31 Convocation Ceremonies planned for June 2019, and noted that these ceremonies marked a significant milestone for students as they pursued their academic and personal goals at the University.

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

Professor Cheryl Regehr, Vice-President and Provost, gave a summary report of the recently released Ontario Provincial Budget as well as an update on the Student Choice Initiative (SCI).

#### Provincial Government – Budget 2019

Highlights of Provincial Budget included the following:

- The Government reiterated its stated priority to restore fiscal balance by 2023-24 and identified the current fiscal deficit to be \$11.7 billion.
- The Ministry of Training, Colleges & Universities (MTCU) budget was projected to decrease from \$12.1 billion in 2018-2019 to \$11.7 billion in 2021-2022 (much of the decrease was due to changes to OSAP).
- New announcements related to the university sector included a focus on:
  - performance-based funding
  - intellectual property, research, and commercialization
  - labour relations and executive compensation
  - capital investments
  - mental health
  - economic development

Addressing each of these areas, the Provost noted the following:

#### *Performance-Based Funding*

- While there were no reductions to operating grants in this budget, the shift towards outcomes-based funding was significant and set to begin in 2020-2021.
- The 1.4% of funding currently allocated on a performance basis would rise to 25% in 2020-2021 and continue to increase annually to 60% by 2024-2025.

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- While details still had to be confirmed, performance-based funding would be tied to 10 metrics, primarily linked to the labour market outcomes of graduates:
  1. graduate earnings
  2. graduation rates
  3. graduate employment
  4. experiential learning
  5. skills and competencies learning
  6. research funding and capacity (Tri-Council funding)
  7. research from private sector investment
  8. economic impact
  9. local community impact
  10. institution-specific metrics based on individual strengths and focus
- Special Purpose Grants would not be subject to these performance standards.

*Intellectual Property, Research, and Commercialization*

- An expert panel would be created by the government to develop an action plan for intellectual property and to maximize commercialization opportunities related to the post-secondary education sector.

*Labour Relations and Executive Compensation*

- The Government would introduce amendments to the *Ministry of Training, Colleges & Universities Act* related to sustainability and employee renewal.
- Amendments to the *Broader Public Sector Executive Compensation Act* were also proposed, introducing pay-for-performance for executives and ending automatic adjustments to compensation.

*Capital Investments*

- No specific mention of the Facilities Renewal Program or other programs associated with capital or deferred maintenance were made in the budget.

*Mental Health*

- The Government would be investing \$3.8 billion over the next ten years in mental health, addictions and housing supports.

*Economic Development*

- While no new programming was announced regarding work-integrated learning or experiential learning, the *Open for Business, Open for Jobs Strategy* included a 'Skilled Workforce' platform and plan to modernize Business Support Programs, details of which were expected in the fall.

The Provost concluded this portion of her report by noting that the University would continue to operate as cost-effectively as possible in the face of recent cuts to tuition and student aid, and continue to work closely with partners through the Council of Ontario Universities (COU) to create a sector-wide advocacy approach.

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In response to a member's concern, the Provost reported that the administration had undertaken a review of the research on performance-based approaches across different sectors and areas across the world, and would welcome input from faculty having done research in this area to help inform the University's approach regarding accountability metrics prior to the SMA3 negotiations.

The Provost also answered questions about the concern that the addition of performance-based assessments could introduce added pressure on faculty and students. The Provost reiterated the University's commitment to move forward on President Gertler's four-point action plan to address issues around student mental health. The Provost reassured members that the well-being of students remained the University's highest priority and that the impact of these budgetary changes and constraints would continue to be monitored diligently and holistically.

### Provincial Government – SCI

The Provost reported that the University had received the final framework and guidelines on tuition and ancillary fees from the Provincial government on March 29, 2019. The University recognized the matter was of great concern to its students and would continue to meet with student societies and student services to discuss the implementation of the SCI.

The Provost stated that some of the services for which student fees were collected, including many Student Life services, would fall under the government's 'essential fees' categorization. She noted that other universities with opt-out provisions reported about a 30% opt out rate, but indicated the rate was highly variable depending on the type of service or program.

### **3. Annual Report: Vice-President, Research and Innovation, 2018**

Professor Vivek Goel, Vice-President, Research and Innovation, [presented](#) his divisional Annual Report for information. The 2018 VPRI Annual Report reviewed the accomplishments and impact of researchers and innovators at the University, key performance metrics, as well as the activities and service improvements implemented in order to support research and innovation.

Highlights of the Report included:

- The University being among the world's top research and innovation-intensive universities, and typically ranked first among Canadian universities in a broad range of disciplines;
- U of T being ranked as the most innovative university in Canada according to Reuter's annual ranking of the world's 100 most innovative universities;
- U of T having just 6% of Canada's faculty, yet its researchers amassed a dominant share of prestigious Canadian and international honours;

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- Research funds awarded to U of T and partner hospitals (2017-18) totaled \$1.3 billion across three campuses and nine partner hospitals;
- U of T researchers were awarded 16% of Canada's Tri-Agency research funding; and
- The University having surpassed its goal of doubling the value of private sector support a full year ahead of its ten-year schedule.

There were no questions for Professor Goel.

#### **4. Review of Academic Programs and Units**

##### **a) Follow-Up Report on Reviews**

##### **i. Celtic Studies Programs (Faculty of Arts and Science, housed in St. Michael's College)**

Professor Lam reported that the follow up report from the Faculty of Arts and Science's Celtic Studies Programs focused on progress towards the articulation of a clear vision for the program that could lead to strategic and operational sustainability, including the status of any new hires or involvement of cognate faculty.

##### **ii. Department of Geography and Planning (Faculty of Arts and Science)**

The follow up report from the Department of Geography and Planning reported on the status of the working group and curriculum committee conversations regarding curriculum development and the sustainability of offerings in physical and environmental geography science, including possibilities for collaboration with cognate units.

##### **iii. Department of Biochemistry (Faculty of Medicine)**

The follow-up report for the Department of Biochemistry and Planning reported on the status of the Department's strategic planning and the implementation of the rotation system, and the future of the Bioinformatics and Computation Biology Specialist.

#### **5. Semi-Annual Report on the review of Academic Units and Programs, October 2018 – March 2019**

Professor Lam noted that the AP&P considered 14 external reviews of units and/or programs, all of which were Decanal Reviews including:

- Eight reviews from the Faculty of Arts and Science
- Two reviews from the Faculty of Applied Science and Engineering
- Two reviews from the Faculty of Medicine
- One review from UTM

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- One review from UTSC

It was confirmed that the reviews were conducted in-line with the University's policies and guidelines, were managed properly, and that quality issues had been addressed or plans were in place to do so.

In closing, Professor Lam remarked that overall the themes raised in the reviews echoed those of previous compendia: the excellent quality of programs, the talent and calibre of students, and the impressive body of scholarship produced by faculty. He noted that in the discussion of the reviews, two global issues emerged that pertained to the reviews as a whole: the need for greater involvement of Graduate Chairs in reviews of units offering undergraduate programs in cognate areas, and the need for greater diversity among faculty generally.

**6. Report of the Previous Meeting: [Report Number 220](#) – March 14, 2019**

Report Number 220, from the meeting of March 14, 2019 was approved.

**7. Business Arising from the Report of the Previous Meeting**

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

**8. Reports for Information**

Members received the following reports for information:

- a) Report Number 251 of the Agenda Committee – March 6, 2019
- b) Report Number 252 of the Agenda Committee – March 26, 2019 (Special Meeting)
- c) Report Number 196 of the Committee on Academic Policy and Programs – April 2, 2019
- d) Report Number 186 of the Planning and Budget Committee – April 3, 2019

**9. Faculty of Medicine: Guidelines for the Assessment of Teaching Effectiveness in Tenure for Tenure-Stream Faculty and Assessment of Teaching Effectiveness in Continuing Status Decisions and Promotion for Teaching Stream Faculty**

The Faculty of Medicine: Guidelines for the Assessment of Teaching Effectiveness in Tenure for Tenure-Stream Faculty and Assessment of Teaching Effectiveness in Continuing Status Decisions and Promotion for Teaching Stream Faculty, were provided to members for information.

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**10. Date of the Next Meeting – Thursday, May 30, 2019, 4:10 – 6:10 p.m.**

The Chair reminded members that the next meeting would be held on Thursday, May 30, 2019 at 4:10 p.m.

**END OF CONSENT AGENDA**

**11. Other Business**

There were no matters of other business.

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

**12. Capital Project: *Student Commons located at 230 College Street—Total Project Cost Increase and Sources of Funding***

On motion duly moved, seconded and carried

**YOUR BOARD RECOMMENDED**

THAT the revised total project cost and sources of funding for the Student Commons capital project located at 230 College Street, as outlined in the memorandum from the Vice-President, Operations and Real Estate Partnerships dated March 27, 2019, be approved.

**The Board returned to Open Session.**

**The meeting adjourned at 5:25 p.m.**

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Secretary  
April 23, 2019

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Chair