

**UNIVERSITY OF TORONTO**

**THE GOVERNING COUNCIL**

**REPORT NUMBER 169 OF THE PLANNING AND BUDGET COMMITTEE**

**October 28, 2015**

To the Academic Board,  
University of Toronto

Your Committee reports that it held a meeting on October 28, 2015, at 4:10 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Professor Steven J. Thorpe (In the Chair)  
Professor Ron Levi (Vice-Chair)  
Professor Meric Gertler, President  
Professor Cheryl Regehr, Vice-President and  
Provost  
Professor Suzanne Conklin Akbari  
Professor Cristina H. Amon  
Professor Heather S. Boon  
Professor Carol C. Chin  
Professor Maria Cristina Cuervo  
Ms Linda Si Jie Gao  
Ms Sally Garner, Executive Director, Planning  
and Budget  
Ms Sandra Hudson  
Professor Lida M. Kohn  
Professor Ernest W.N. Lam  
Professor Scott Mabury, Vice-President,  
University Operations  
Professor Tiff Macklem  
Mr. John Paul Morgan  
Professor Elizabeth Smyth  
Mr. Bruce Winter

**Presidential Non-Voting Assessors:**

Mr. David Palmer, Vice-President,  
Advancement  
Mr. Malcolm Lawrie, Assistant Vice-  
President, University Planning Design  
and Construction  
Ms Christine E. Burke, Director, Campus  
and Facilities Planning

**Secretariat:**

Mr. Anwar Kazimi, Secretary, Planning  
and Budget Committee

**Regrets:**

P.C. Choo  
Professor Stephen R. Julian  
Mr. Riaz Sayani-Mulji

**In Attendance:**

Ms Elizabeth Cragg, Director, Office of the Vice-President, University Operations  
Ms Rosemary Evans, Principal, University of Toronto Schools  
Dr. Jim Fleck, Chair, University of Toronto Schools Board of Directors  
Ms Nadina Jamison, Executive Director, Stakeholder Relations and Strategic Initiatives,  
Office of the President  
Mr. Steve Moate, Senior Legal Counsel, Office of the President  
Ms Archana Sridhar, Assistant Provost

ITEMS 1 AND 2 ARE RECOMMENDED TO THE ACADEMIC BOARD FOR APPROVAL. ALL OTHER ITEMS ARE REPORTED FOR INFORMATION

## OPEN SESSION

### Chair's Welcoming Remarks

The Chair welcomed members and guests to the meeting. He then noted the Senior Assessor, Professor Cheryl Regehr, had acceded her Report to the President. The Chair then called on the President to present the first item on the agenda – *Three Priorities: A Discussion Paper*.

#### 1. *Three Priorities: A Discussion Paper*

President Gertler presented the *Three Priorities* initiative for the University. In his address, he elaborated on the *Three Priorities*:

1. Leverage the University's urban location(s) more fully, for the mutual benefit of University and City,
2. Strengthen and deepen key international partnerships by means of a well-defined strategic focus, and
3. Re-imagine and reinvent undergraduate education.

A copy of the President's presentation is [appended](#) to this report.

### Discussion

- A member referred to the focus on undergraduate education and addressed the issue of the first year student experience for those enrolled in some of the smaller departments at the Faculty of Arts and Science. Members asked about the steps that were in place to address the needs of these smaller departments to enhance the experience of their students.

President Gertler said that a purpose of the *Three Priorities* initiative was to provoke and catalyze the broad context for the steps that were required to achieve the goals set out in the document. It is anticipated that the Deans would initiate conversations and explore the ways in which divisions would adopt the steps through which the goals of the *Three Priorities* initiative would be met. In this instance, for example, the goal would be to provide the opportunity for additional small group learning experiences for first year students.

- A member commended the goals set out in the *Three Priorities* initiative. The member noted that the specific actions needed to achieve those goals would rest with the divisions. The member asked whether any metrics had been finalized to measure the success of the *Three Priorities* initiative.

The President said that it was important to define concrete targets for the proposed initiatives to make a compelling case to the stakeholders outside the University. As an example, he noted that Professor Janice Stein had been appointed as the Senior Presidential Advisor on International Initiatives. In this role, Professor Stein would provide leadership in enhancing the University's international activities, partnerships, and engagement for its students and faculty. He said that perhaps there could be a measure for the proportion of students who had an international experience. Professor Regehr said that the University was working on

**1. *Three Priorities: A Discussion Paper*** (continued)

various methods for quantifying undergraduate student engagement in various learning opportunities. For example, online course information systems could be utilized to tag courses with various measures, such as those courses that provided students with an international experience, research opportunity, or experiential learning. The co-curricular student record provided another opportunity for tracking student participation in various learning opportunities.

- A member noted that the University's plans included the development of partnerships with peer institutions across the globe. The member asked whether the University, as a part of its social responsibility, would develop partnerships with international institutions not as fortunate as itself.

President Gertler replied that in addition to developing partnerships with peer institutions (as defined by university rankings), there were a number of 'rising stars' among the global universities communities with whom the University could engage. He said that such institutions would provide the University community with learning opportunities to address pressing social challenges and needs, noting that there was a wide scope for such engagement. As an example, President Gertler said that there remained an as yet unfulfilled potential for the University to engage in partnerships with institutions on the African continent.

- A member cited a recent media report that outlined five commitments put forward by Universities Canada, a group that represented all Canadian universities. The member said that the tone of the Universities Canada report was to prepare students for real-world education and to be job ready. There was some tension between what was being proposed by Universities Canada and a liberal arts education. How would this fit in with the *Three Priorities* initiative?

President Gertler said that Universities Canada had prepared its announcement in anticipation of the Federal election and in preparation for Canada's 150<sup>th</sup> anniversary. The goal was to create a narrative for universities collectively and to bring that forward to the Canadian public to emphasize the contribution made by universities to Canadian society. He said that there were many parallels between the commitments outlined by Universities Canada and the *Three Priorities* initiative, even though there were some differences in the emphasis placed on some of the common goals. Experiential learning, research, addressing societal problems, and collaboration with other sectors – both global and international – remained common to both initiatives.

- A member noted that the *Three Priorities* initiative recognized the unique relationship of the University to its communities. The member asked how the Ontario government's funding formula fit in with the *Three Priorities* initiative.

President Gertler said that the Provincial government recognized the need for greater differentiation within Ontario's post-secondary education sector through the Strategic Mandate Agreements (SMAs). A review of the funding formula has been in process for a while to enable the differentiation process. A goal of the Provincial government remains to develop models to ensure the financial sustainability of post-secondary institutions in the province.

1. ***Three Priorities: A Discussion Paper*** (continued)

President Gertler said that the University's Scarborough and Mississauga campuses served as role models as they continued to develop stellar relationship with their local communities.

On a motion duly moved, seconded and carried

YOUR COMMITTEE RECOMMENDS

THAT the *Three Priorities: Summary Framework* - Strategic Priorities: Leveraging Our Location(s), Strengthening International Partnerships, and Rethinking Undergraduate Education - contained within *Three Priorities: A Discussion Paper* be endorsed in principle.

2. **Revised Affiliation Agreement and ancillary agreements between the Governing Council of the University of Toronto and the University of Toronto Schools (UTS)**

Professor Mabury presented the highlights of the proposed revised Affiliation Agreement between the Governing Council of the University of Toronto and the University of Toronto Schools (UTS). Dr. Fleck said that UTS was looking forward to renewing its affiliation with the University, and making a contribution towards the University's mission and its strategic priorities.

Discussion

- Several members voiced their support for the proposed Affiliation Agreement that, in their opinion, would provide clear benefits to the University.
- While expressing his support for the proposed Affiliation Agreement, a member referred to a recent media report about the neighbourhood community's concerns that the University had not consulted with it before drawing an Affiliation Agreement with UTS that included a \$10 million dollar development project.

In response, Professor Mabury said that the University had tabled and discussed this item at the November Community Liaison Committee (CLC) meeting and the item remained on the meeting documents at all meeting subsequent, that the University was negotiating an affiliation extension with UTS and that a capital was conceptually part of those negotiations. It was clearly understood that the University would bring the formal capital project to the CLC when it was available. Professor Mabury noted that while the University did have broader aspirations for the remainder of site 1, these would be finalized only after reviewing the secondary plan for the St. George campus, to meet the University's academic and financial goals. He acknowledged that there remained some creative tension with the broader community about the University's long-term plans for site 1.

1. **Revised Affiliation Agreement and ancillary agreements between the Governing Council of the University of Toronto and the University of Toronto Schools (UTS)**  
(continued)

On a motion duly moved, seconded and carried

**YOUR COMMITTEE RECOMMENDS**

- i. THAT the *revised Affiliation Agreement between the Governing Council of the University of Toronto and the University of Toronto Schools (UTS)* dated December 16, 2015 be approved; and
- ii. THAT the Vice-President, University Operation be given authority to execute the *Revised Affiliation Agreement between the Governing Council of the University of Toronto and the University of Toronto Schools (UTS)* dated December 16, 2015.

3. **Report of the Previous Meeting (September 17, 2015)**

Report Number 168 (September 17, 2015) was approved.

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

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

5. **Date of the next Meeting**

Members were reminded that the next meeting would be held on Wednesday, January 13, 2016, at 4:10 p.m. in the Council Chamber, Simcoe Hall.

6. **Other Business**

A member wished to discuss the ways for students to access various financial aid means at the University. The member was asked to contact the Office of the Vice-President and Provost for further details.

The meeting adjourned at 5:25 p.m.

---

Secretary

---

Chair

November 10, 2015