

UNIVERSITY OF TORONTO  
THE GOVERNING COUNCIL  
**REPORT NUMBER 459 OF**  
**THE EXECUTIVE COMMITTEE**

**Monday, December 2, 2013**

To the Governing Council,  
University of Toronto.

Your Committee reports that it held a meeting on Monday, December 2, 2013 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 Ms Alexis Archbold Mr. Aidan Fishman Ms Alexandra Harris Professor Edward Iacobucci Mr. Mark Krembil  Regrets: Professor Janice Stein	Mr. Nykolaj Kuryluk Dr. Gary Mooney Ms N. Jane Pepino Professor Elizabeth M. Smyth Mr. Keith Thomas  <b>Non-Voting Member:</b> Mr. Louis R. Charpentier, Secretary of the Governing Council  <b>Secretariat:</b> Ms Mae-Yu Tan
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**In Attendance:**

Professor Ellen Hodnett, Chair, Academic Board and Member of the Governing Council  
Ms Paulette Kennedy, Chair, Audit Committee and Member of the Governing Council\*  
Professor Cheryl Regehr, Vice-President and Provost and Member of the Governing Council  
Mr. John Switzer, Chair, Business Board and University of Toronto Mississauga Campus  
Council and Member of the Governing Council  
Ms B. Elizabeth Vosburgh, Chair, University Affairs Board and Member of the Governing  
Council  
Professor Scott Mabury, Vice-President, University Operations  
Mr. Jim Delaney, Acting Assistant Secretary of the Governing Council  
Ms Sheree Drummond, Deputy Secretary of the Governing Council  
Ms Bryn Macpherson, Executive Director, Office of the President  
Mr. David Walders, Acting Assistant Secretary of the Governing Council

\*In attendance for Item 11.

The meeting was held in closed session.

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

The Chair welcomed those present and observed that it was the first Executive Committee meeting that Professor Gertler was attending as President of the University of Toronto. She noted that a number of governors had participated in the President's Installation on November 7, 2013, and that it had been a historic occasion.

The Chair spoke of the Council of Chairs of Ontario Universities (CCOU) conference for board members that had been held on November 8 and 9, 2013; it had been attended by about eight governors. The speech that had been given by Governor-General David Johnston had addressed a number of topics relevant to the value of governors – he had observed that “trustee” was a more appropriate term for them, given the role that they served. Members of the Committee who had participated in the conference reported that they had found it to be very useful. Familiar themes that had been raised previously within the context of the University had been discussed within the broader context of higher education at the conference, and greater depth with respect to the political environment in which institutions functioned had been provided.

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

The Chair said that she had asked the President to speak in some detail to the priorities he had outlined in his Installation Address, for the Committee's information and input.

The President said that he was very pleased to be able to serve in his current role. While the transition period had been hectic, it had unfolded very smoothly, thanks to the efforts of the Secretary of the Governing Council, the Executive Director of the Office of the President, and their staff. The President expressed his appreciation to the Chair for her support during the transition period. He had enjoyed getting to know many of the governors and he indicated that he looked forward to future dialogue with them. The President said that governors' views and insights were always welcome, and he affirmed the important role of the Executive Committee in providing constructive input to him and to the senior administration on governance proposals and the broader underlying issues.

### Strategies for Addressing Key Challenges

The President thanked everyone who had helped to make his installation a memorable day not only for him, but for the University and the broader community. He reiterated the key challenges facing the University that he had shared during his Address. These had included increasingly scarce public funding; greater pressure to produce “job-ready” graduates; and challenges to the University's status resulting in part from greater dissemination of knowledge through online tools.

## **2. Report of the President (cont'd)**

### Strategies for Addressing Key Challenges (cont'd)

He also noted the three strategies he had proposed to meet the challenges – leveraging more fully the University's location; strengthening international partnerships; and re-examining or re-inventing undergraduate education. The President said that, based on the very positive response to his Address, there appeared to be strong consensus on the priorities, as well as on the continued focus on research and teaching excellence and access to education. Extensive consultation, discussion, and collaboration across the University would be needed in order for any initiatives based on the three strategies to be successful.

Speaking to the first strategy, the President noted the need for the University to identify and scale up its most successful examples of community outreach and partnership, generating greater opportunities for both its students and local partners. He said that the University should seek new ways to open up its campuses to the surrounding cities, using its expertise to convene relevant public discussions. The impetus for such a strategy would need to flow from the divisions, but the President's Office could encourage collaboration and multi-divisional efforts by drawing on knowledge of activities occurring throughout the University. The President also commented on the need to acknowledge and embrace the University's role as a city builder.

The President reported on steps he had taken since assuming office in strengthening international relationships (the second strategy). During an eight-day trip to Beijing and Hong Kong, he had visited with partner institutions and discussed with senior leaders ways of deepening their partnerships. There were tremendous opportunities for such relationships, and the University would need to consider strategically its goals and means of achieving them. The President had also presided at the University's Asia-Pacific graduation ceremony in Hong Kong on November 24th, which had been a great success. It had been attended by students, family members and friends from a number of countries in the region, and Chancellor Emerita Vivienne Poy had served as Chancellor.

The President advised the Committee that a visit to the University by a delegation from Technion-Israel Institute of Technology had provided an opportunity for the University to showcase its talent. Technion itself was engaged in a number of interesting partnerships worldwide from which the University could learn. Strengthened relationships with Technion and other institutions of commensurate quality, such as the University of Sao Paulo which the President had also visited recently, would be of great benefit.

Referring to the third strategy of re-examining or re-inventing undergraduate education, the President said that, while he had identified that as a key priority, it was a main area of responsibility for the Vice-President and Provost and the Deans. However, his experience as the former Dean of the Faculty of Arts and Science would be helpful in informing his understanding of issues that would arise in the future. One approach in addressing this priority would be to

## 2. Report of the President (cont'd)

### Strategies for Addressing Key Challenges (cont'd)

continue to foster innovation in teaching and learning. Another would be to extend the University's pioneering work with the use of online technology to enrich the classroom experience, while simultaneously studying the phenomenon itself. There would be ongoing pressure for the University to demonstrate how it was preparing students for a lifetime of success. To that end, the University would need to continue to accentuate the innovative ways in which its programs developed core competencies in its students.

### Communications and Advocacy

The President said that, over the next few months, the administration would be reviewing the University's communications structures and practices with the aid of an external consultant. There was a widespread desire for the University to do a better job in telling its story, and the President invited members' suggestions on how that might be accomplished. Turning to issues covered by the media, the President stated that he was aware of governors' requests to be provided with briefs so that they would be better able to respond to questions about the University's position. Governors had received information on some recent matters; key messages would continue to be provided in the future so that governors would be well informed on current issues.

The President expressed his appreciation of some governors' desire to serve a more active role in the University's advocacy efforts. He had been in discussion with Vice-President, University Relations Judith Wolfson as to how best to engage governors in that process. The President then outlined the University's advocacy priorities with respect to the Municipal, Provincial, and Federal Governments for the remainder of the academic year.

In the discussion that followed, members commended the President on his Installation Address, which had been rich in content on strategies for managing challenges facing the University, and they expressed support for plans to assess the University's communications strategy. A member suggested that it would be valuable for governors to understand in the future how the strategies outlined by the President aligned with those identified in the *Towards 2030 Synthesis* Report.

Members discussed the University's international partnerships and metrics for evaluating their value. The President noted that the University's Centre for International Experience collected annual data on international student exchanges; they were used in assessing partnerships which facilitated student mobility. A second category of Memoranda of Agreement between the University and other institutions enabled closer partnerships in areas where specific goals had been identified. A member suggested that divisional ownership of international partnership initiatives would be of great value. The Chair commented that there were plans to discuss the matter of international relationships at a future meeting of the Governing Council.

## **CONSENT AGENDA**

On motion duly moved, seconded, and carried,

YOUR COMMITTEE APPROVED

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

### **3. 2014-2015 Executive Committee Meeting Date**

On motion duly moved, seconded, and carried,

YOUR COMMITTEE APPROVED

THAT the 2014-2015 Executive Committee meeting scheduled for Thursday, February 12, 2015 from 5:00 to 7:00 p.m. be re-scheduled to Monday, February 9, 2015 from 5:00 to 7:00 p.m.

### **4. Report of the Previous Meeting of the Executive Committee**

Report Number 458 (October 23, 2013) of the Executive Committee was approved.

### **5. Business Arising from the Report of the Previous Meeting**

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

### **6. Minutes of the Governing Council Meeting – October 30, 2013**

The minutes were received for information.

### **7. Business Arising from the Minutes of the Governing Council Meeting**

There was no business arising from the minutes.

### **8. Report for Information**

Members received the following items for information.

- a) Reviews of Academic Programs and Units: April – October 2013
  - i. Faculty of Applied Science and Engineering: Department of Materials Science and Engineering and its Programs
  - ii. Follow-up Report: Toronto School of Theology
- b) Report Number 188 of the Academic Board (November 21, 2013)
- c) Report Number 208 of the Business Board (November 4, 2013)
- d) Report Number 178 of the University Affairs Board (November 19, 2013)

- e) Report Number 1 of the University of Toronto Scarborough Campus Council (October 8, 2013)
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## **END OF CONSENT AGENDA**

**9. Date of Next Meeting** – Friday, February 14, 2014 from 12:00 noon to 2:00 p.m.

**10. Other Business**

- a) December 12, 2013 Governing Council Meeting

The Chair informed members that, following remarks by the President, a co-ordinated presentation would be given by the student governments at the December 12<sup>th</sup> meeting of the Governing Council. A total of 35 minutes had been allotted for their presentation and questions. Members were invited to attend a reception that would follow the meeting.

The Committee moved *in camera*.

**11. Annual Report: Risk Management**

Ms Paulette Kennedy, Chair of the Audit Committee, advised members of the work on risk management that had been conducted over the past year. Professor Scott Mabury then gave an overview of the University's risk management framework.

The Chair thanked Ms Kennedy for attending the meeting.

**12. Report Number 57 of the Committee for Honorary Degrees**

On motion duly moved, seconded and carried,

YOUR COMMITTEE APPROVED

THAT the recommendations contained in Report Number 57 of the Committee for Honorary Degrees be endorsed and forwarded to the Governing Council for approval, and

THAT, pursuant to Sections 38 and 40 of *By-Law Number 2*, the recommendation be considered by the Governing Council *in camera*.

**13. Senior Appointment**

The Chair advised members of a senior appointment that the Governing Council might be asked to consider on December 12<sup>th</sup>.

**14. Update from the Chair**

The Chair stated that an update on the citizenship requirement for members of the Governing Council would be provided at the February 14, 2014 meeting of the Committee.

**15. Committee Members with the President**

**a) Senior Appointment**

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

On motion duly moved, seconded and carried,

YOUR COMMITTEE APPROVED

THAT the recommendation for a senior appointment contained in the memorandum from the President dated November 29, 2013 be endorsed and forwarded to the Governing Council for approval, and

THAT, pursuant to Section 38 and 40 of *By-Law Number 2*, the recommendation be considered by the Governing Council *in camera*.

**16. Committee Members Alone**

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

The Committee returned to closed session.

The meeting adjourned at 6:40 p.m.

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Secretary  
December 4, 2013

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Chair