

UNIVERSITY OF TORONTO
THE GOVERNING COUNCIL

Thursday, October 27, 2005

MINUTES OF THE GOVERNING COUNCIL meeting held on Thursday, October 27, 2005
at 4:30 p.m. in the Council Chamber, Simcoe Hall.

Present:

Ms Rose M. Patten (In the Chair)
Mr. John F. (Jack) Petch, Vice-Chair
Professor C. David Naylor, President
Mr. Husain Aboghodieh
Mr. Navine K. Aggarwal
Ms Holly Andrews-Taylor
Dr. Robert M. Bennett
Professor Philip H. Byer
Mr. Ryan Matthew Campbell
Professor Pamela Catton
Professor Brian Corman
Professor W. Raymond Cummins
Miss Coralie D'Souza
Mr. Brian Davis
Dr. Claude S. Davis
The Honourable William G. Davis
Dr. Alice Dong
Ms Susan Eng
Dr. Shari Graham Fell
Professor Vivek Goel
Mr. Ran Goel
Dr. Gerald Halbert
Dr. Joel A. Kirsh
Mr. Joseph Mapa

Professor Michael R. Marrus
Professor Ian R. McDonald
Ms Florence Minz
Mr. George E. Myhal
Mr. Richard Nunn
Ms Jacqueline C. Orange
Professor Ian Orchard
The Honourable David R. Peterson
Ms Marvi H. Ricker
Professor Arthur S. Ripstein
Mr. Stephen C. Smith
Miss Maureen J. Somerville
Mr. Mahadeo Sukhai
Ms B. Elizabeth Vosburgh
Professor John Wedge
Mr. Robert S. Weiss

Mr. Louis R. Charpentier, Secretary of the
Governing Council

Secretariat:

Mr. Henry T. Mulhall
Ms Cristina Oke

Absent:

Mr. Shaun Chen
Mr. P.C. Choo
Professor Glen A. Jones
Mr. Geoffrey Matus
Professor Linda McGillis Hall

The Honourable Vivienne Poy
Mr. Timothy Reid
Professor Barbara Sherwood Lollar
Mr. W. David Wilson

In Attendance:

Dr. John R. G. Challis, Vice-President, Research and Associate Provost
Ms Rivi Frankle, Interim Vice-President and Chief Advancement Officer
Professor Angela Hildyard, Vice-President, Human Resources and Equity
Ms Catherine Riggall, Vice-President, Business Affairs
Mr. John Bisanti, Chief Capital Projects Officer
Dr. Chris Cunningham, Special Advisor to the President
Dr. Heather Driscoll, Director of Operations, Office of the Vice-President, Government
and Institutional Relations
Mr. Andrew Drummond, Assistant Secretary of the Governing Council

In Attendance (cont'd):

Ms Sheree Drummond, Assistant Provost
Ms Mary Jane Dundas, Special Assistant to the Vice-President, Human Resources and Equity
Professor David Farrar, Deputy Provost and Vice-Provost, Students
Dr. Anthony Gray, Judicial Affairs Officer, Office of the Governing Council
Professor Connie Guberman, Status of Women Officer and Special Advisor on Equity Issues
Professor Edith Hillan, Vice-Provost, Academic
Dr. Jeanne Li, Special Assistant to the Vice-President, Business Affairs
Ms Bryn MacPherson-White, Director, Office of the President and University Events
Ms Margaret McKone, Administrative Manager, Office of the Governing Council
Mr. Steve Moate, Legal Counsel, Office of the Vice-President and Provost
Ms Elizabeth Sisam, Assistant Vice-President, Space and Facilities Planning

THE MEETING BEGAN *IN CAMERA*.

1. Senior Appointments

(a) Associate Vice-Provost, Students

On motion duly moved and seconded

It was RESOLVED

THAT the creation of the position of Associate Vice-Provost, Students, be approved;

and

THAT Professor Anthony C. Chambers be appointed to the position of Associate Vice-Provost, Students, for a term commencing November 1, 2005 until June 30, 2010.

(b) Interim Vice-President and Chief Advancement Officer

On motion duly moved and seconded

It was RESOLVED

THAT Ms Rivi Frankle be appointed as Interim Vice-President and Chief Advancement Officer, effective immediately and continuing to June 30, 2007, or until a Vice-President is appointed with responsibilities for the Division of University Advancement.

THE GOVERNING COUNCIL MOVED INTO OPEN SESSION.

2. Chair's Remarks

(a) Welcome

The Chair welcomed new and returning members and guests to the first regular meeting of the Governing Council of the 2005-06 academic year. She indicated that she was looking forward to serving as Chair for the upcoming year. On behalf of the entire Council she welcomed Professor David Naylor to his first Governing Council meeting as President, congratulated him on assuming his new position, and extended the support of the Council as he began his new term. The Council and guests welcomed the President with applause.

2. Chair's Remarks (cont'd)**(b) Audio Web-cast**

The Chair reminded members that the meeting was being broadcast on the web, and that private conversations might be picked up and broadcast. She asked any senior administrators and guests who were invited to speak during the meeting to use a standing microphone, so that their comments could be heard by those listening to the audio web cast.

(c) Lieutenant-Governor-in-Council Appointments

The Chair announced two Lieutenant-Governor-in-Council appointments to the Governing Council, and read the appointments into the record. On October 5, 2005, the Lieutenant Governor had issued the order that Geoffrey Matus and Florence Minz be appointed members of the University of Toronto Governing Council for a period of three years, effective from October 5, 2005 to October 4, 2008. The Chair welcomed Ms Minz to her first meeting of the Governing Council, and noted that Mr. Matus had been unable to attend because of a longstanding commitment out of the country.

(d) Requests from Non-members to Address the Council

The Chair reported that she had granted the speaking request of Mr. Anthony Kola-Olusanya, President of the Graduate Students Union for 2005-06, and would call upon him at the appropriate time in the agenda.

The Chair stated that she had not granted the speaking request of the Vice-President of the University of Toronto Astronomy and Space Exploration Society (UTASX); however copies of an email outlining the group's objections to the proposed demolition of the McLaughlin Planetarium by the Royal Ontario Museum (ROM) had been placed on the table for members prior to the meeting.

(e) Resolutions Approved by Council During the *In Camera* Session

The Chair announced that the Council had approved two senior appointments. The position of Associate Vice-Provost, Students had been created, and Professor Anthony C. Chambers had been appointed to this new position for a term commencing November 1, 2005 until June 30, 2010. In addition, Ms Rivi Frankle had been appointed as Interim Vice-President and Chief Advancement Officer, effective immediately and continuing to June 30, 2007, or until a Vice-President were appointed with responsibilities for the Division of University Advancement.

Ms Frankle was in attendance and was congratulated on her appointment. Professor Chambers had been unable to attend as he was opening an aboriginal training centre at Nipissing University.

(f) Expression of Appreciation for the Acting President

The Chair expressed her deep gratitude to Professor Vivek Goel, Vice-President and Provost, for having served as Acting President of the University in addition to his regular duties over the course of the summer months from July 1 to October 1, 2005. She also stated that Professor Goel had been enormously helpful during the entire sixteen-month period since the departure of the previous President of the University in 2004. The Council expressed its gratitude with applause.

3. Minutes of the Previous Meeting

The minutes of the meeting of June 29, 2005 were approved.

4. Business Arising from the Minutes of the Previous Meeting

The Chair reported that there was one item of business arising, namely two Notices of Motion noted on page 21 of the Minutes. The disposition of these Notices of Motion was reported on pages 3-5 of Report Number 391 of the Executive Committee (October 14, 2005).

5. Report of the President

(a) Introductory Remarks

The President reported that his first few weeks in office, especially his week spent attending classes and meeting students, had been enjoyable and energizing, and that he considered it a great privilege to be President of the University. The University had much about which to be proud, especially its students, faculty and staff, and he had been struck by the degree of optimism that prevailed. The prospect of new government investments in post-secondary education had also contributed to that sense of optimism. There was much to be done, however, to ensure the continuation at the University of responsive and strategic leadership of the highest quality, and his report would focus on three general areas in that regard: advocacy and communications strategy, recruitment and team building, and strategic imperatives. Before doing so, he wished to acknowledge a significant milestone achieved by the University in recent weeks. It had been named one of Canada's Top 100 Employers, the only educational institution to appear on the list published annually by Mediacorp Canada Inc., the country's largest publisher of employment periodicals. This was a significant recognition of the collective effort of both Professor Angela Hildyard, Vice-President, Human Resources and Equity and her leadership team, as well as all faculty and staff.

(b) Advocacy and Communications Strategy

The President noted that, effective October 1, 2005 he had assumed responsibility for the vacant Government and Institutional Relations vice-presidential portfolio until such time as a replacement with oversight of these matters was appointed. He would be assisted in this work in particular by the Vice-President and Provost, and the Vice-President, Research and Associate Provost.

The Ontario Government's Reaching Higher Plan, with its funding commitment of \$6.2 billion over five years, had produced a positive mood across the university and college sector. With more funding available per student, as well as plans for graduate enrolment expansion, the quality of education should be improved. In particular, new faculty and staff could be hired, and investments made in physical facilities. This would enhance the overall student experience both inside and outside the classroom. Current advocacy discussions with the Government and among the Council of Ontario Universities were concerned with how the available funding would be allocated among Ontario's universities.

At the University of Toronto, planning was underway with Principals, Deans and Chairs regarding the proposed expansion of graduate programs that would bring about a desired ratio of undergraduate to graduate students that had been previously agreed upon but never achieved. The Vice-President and Provost would be bringing forward a Graduate Enrolment Expansion Discussion Paper in the next cycle of governance. The University's position was that funding decisions by the Provincial Government should be driven by the goal of producing quality enhancements and clear results, rather than by a desire to

5. Report of the President (cont'd)

provide redress for past unfunded expansion. In addition, the University was working closely with the new provincial Ministry of Research and Innovation.

The University anticipated that there would be \$1.5 billion of federal funding for post-secondary education available as a result of the May 2005 Budget accord with the New Democratic Party. The Association of Universities and Colleges of Canada (AUCC) was making proposals to the federal government regarding how this should be distributed, and the President reported that he had had promising discussions in this regard with federal officials including those in the Prime Minister's Office and Privy Council Office. One initiative that might emerge from the upcoming federal Budget Update could be more generous financial support for international students. The report of the Commercialization Task Force chaired by Dr. Joseph Rotman might also produce recommendations that could be addressed in the Budget Update. Currently the National Research Council (NRC) had no major facility in the Greater Toronto Area, the largest center for research in the country. A proposal was being put forward for an NRC centre that would involve the University of Toronto as a partner. Initial responses were encouraging, but it was likely to be a lengthy planning process.

In order to address broader communications and branding issues at the University, a Strategic Advocacy and Communications Group had been established and was meeting regularly. Considerable work had already been done in updating the University's wordmarks and insignia in order to bring about a greater degree of consistency in the way the University presented itself visually. There was also a need to clarify the University's brand as well as the sub-brands associated with particular divisions. An external consultant, Mr. Robert Steiner had been very valuable in assisting in focusing the key messages for the Administration to date. Clarifying these messages was crucial to effective institutional communications, recruiting and fundraising.

(c) Recruitment and Team Building

The President reported that his assumption of responsibility for the Government and Institutional Relations portfolio, and Ms Frankle's appointment as Interim Vice-President and Chief Advancement Officer, had made it timely to carry out an assessment of responsibilities in these two vice-presidential portfolios towards a possible restructuring in the months ahead. This would include an identification of common elements such as communications, relationship building, and advocacy, functions also shared by the municipal and international relations portfolios. The University would review and consider the optimum configuration of these various portfolios to determine if more integration of common elements could be achieved, and whether investments would need to be made in areas that required more attention. Any new appointments that might be necessary at the Assistant Vice-President and Executive Director level in any of these areas would be monitored closely in terms of their costs to ensure that the teaching and research functions of the University remained the first priority.

(d) Strategic Imperatives

The President reported that he was encouraged by the progress made in the last eighteen months in implementing the *Stepping Up* academic plan, and in particular its leading priority, the enhancement of the student experience. The recent Principals and Deans retreat had focused on this topic, and had produced much energy and excellent discussion. There had been recognition of the need to be more effective in identifying problems adversely affecting students' experiences inside and outside the classroom, and to be more responsive in overcoming them.

5. Report of the President (cont'd)

The President underscored the importance of enhancing the University's municipal relations strategy, as the City of Toronto was central to the University's identity. The relationship of the University of Toronto at Mississauga with the City of Mississauga provided an excellent model to emulate. Ms Catherine Riggall, Vice-President, Business Affairs was leading a team at Simcoe Hall to develop a similar relationship with the City of Toronto.

The University's international strategy would also require continued attention. There were over 6,000 international students at the University, and it was an ongoing problem that there were restrictions on their ability to be employed off campus. There also needed to be an assessment of the types of support the University provided to international students, especially those from less developed countries. Recruitment of students from all areas of the globe including developing countries, coupled with enhanced student support, could prove to be very beneficial.

A member asked what the University's official position was on the proposed property development by the Royal Ontario Museum (ROM) on the site of the McLaughlin Planetarium. The President responded that the University was sympathetic to the aspirations of the ROM, a sister public institution and academic partner. However, it had expressed its concerns in multiple venues about the construction of the 46-storey tower that would represent a significant intensification of the precinct, with adverse effects on the Faculties of Law and Music, and on Philosopher's Walk. In discussions with the ROM over the last year, the University had sought a mutually beneficial arrangement such as a joint development of the precinct. This had proven difficult to achieve, and discussions were ongoing.¹

6. Items for Governing Council Approval

(a) The University of Toronto Ontarians with Disabilities Act Accessibility Plan 2005-06

Professor Cummins reported that each Ontario university was required to develop an annual accessibility plan and submit it to the Provincial government by September 30 of each year. Highlights of the University's 2005-06 plan had been presented to the Planning and Budget Committee and to the Academic Board, as well as to the Business Board and the University Affairs Board. A summary of Professor Hildyard's presentation and discussion of the Accessibility Plan was included on pages 10 to 12 of Report Number 137 of the Academic Board. In her presentation, Professor Hildyard had highlighted several key accomplishments of the 2004-05 Plan, including:

- the development of a booklet entitled *Universal Instructional Design* produced by Teaching and Learning Services (UTSC) and *AccessAbility Services* (UTSC);
- the opening of a student-run Access Centre; and
- the enhancement of accessibility technology, including the development of a website template.

She had informed members of the Board that initiatives for 2005-06 included:

- exploration of the intersection of disability with other equity issues, including gender, race and sexual orientation, to identify and address complex barriers to accessibility;

¹ Secretary's Note: The proposed development was withdrawn by the ROM on November 7, 2005.

6. Items for Governing Council Approval (cont'd)

- development of an inventory of mental health resources available within the University; and
- review of the effectiveness of the University's existing dispute-resolution mechanisms related to disability issues.

At the Academic Board, questions had been raised concerning the availability of aid for international students, a review of current policies, and the adaptation of classrooms for accessibility.

Dr. Robert Bennett reported that, because of its responsibility for "equity issues and initiatives," the University Affairs Board had also reviewed the plan. The Board's response had been very favourable. Members had praised the level of consultation with members of the University community, and had asked questions related to the following:

- 1) the impact of the Accessibility for Ontarians with Disabilities Act (AODA), which had received Royal Assent in June, 2005;
- 2) why the Plan did not set goals for specific capital redevelopment; and
- 3) what obligations the University had to maintain services described in the plan.

These questions were all answered to the Board's satisfaction and were summarized in Report Number 130 of the University Affairs Board.

Ms Jacqueline Orange commented that, because the Business Board was responsible for human-resources matters, it had also received a presentation on the Plan from Professor Hildyard. While the Board had not been asked to endorse the plan, it had been clearly satisfied with the report.

On motion duly moved and seconded

It was RESOLVED

THAT the University of Toronto Ontarians with Disabilities Act Accessibility Plan 2005-06, a copy of which is attached to Report Number 137 of the Academic Board as Appendix A, be approved, in principle.

(b) Capital Project: University of Toronto at Scarborough Electrical and Mechanical Infrastructure Upgrades Phase 4: New Chiller, Project Planning Report

Professor Cummins reported that the University had developed a multi-phase plan to replace and upgrade the infrastructure at UTSC. The implementation of Phase 4 as proposed in the Project Committee Report reduced the overall number of phases of infrastructure upgrades from seven to six and reduced the total cost of the upgrades by \$1.607 million. Approval of the project was required at this time to allow for the purchase of the chiller, as the purchase required considerable lead-time. No questions had been raised at the Academic Board.

Ms Orange commented that the Business Board was responsible for authorizing the execution of capital projects that had been approved by the Governing Council. The Board was responsible for considering such matters as value for money and soundness of funding arrangements. Because of time pressures, the Board had already reviewed this project and had authorized its execution, subject to approval by Governing Council.

On motion duly moved and seconded

6. Items for Governing Council Approval (cont'd)

It was RESOLVED

1. THAT the Project Planning Report for the Electrical and Mechanical Infrastructure Upgrades at the University of Toronto at Scarborough, Phase 4 Mechanical: New Chiller, a copy of which is attached to Report Number 137 of the Academic Board as Appendix B, be approved in principle.
2. THAT the project scope for the new chillers as described in the project committee report be approved at an estimated total project cost of \$2,919,000 to be funded from the following sources:
 - i) Deferred Maintenance Funds allocation to UTSC in 2005-06 in the amount of \$1,204,809.
 - ii) Facilities Renewal Program allocation 2006-07 in the amount of \$200,000.
 - iii) Deferred Maintenance Funds allocation to UTSC in 2006-07 in the amount of \$1,514,191.

7. Consolidated Calendar of Business 2005-2006

Members had received copies of the Calendar of Business for all the Committees and Boards as well as the Governing Council. The Chair noted that this document was posted on the Governing Council website and was regularly updated throughout the year. It provided an excellent sense of the annual cycle of work of governance and was a valuable planning tool.

8. Reports for Information

Members received the following reports for information:

- (a) Report Number 137 of the Academic Board (October 6, 2005);
- (b) Report Number 142 of the Business Board (June 23, 2005);
- (c) Report Number 143 of a special meeting of the Business Board (September 14, 2005);
- (d) Report Number 130 of the University Affairs Board (September 27, 2005);
- (e) Report Number 390 of the Executive Committee (June 29, 2005); and,
- (f) Report Number 391 of the Executive Committee (October 14, 2005).

9. Date of the Next Meeting

The Chair reminded members that the next regular meeting of the Governing Council was scheduled for Monday, December 12, 2005 at 4:30 p.m., a Monday rather than the normal Thursday. This meeting would be held in the Council Chamber on the campus of the University of Toronto at Scarborough, and would be followed by a reception.

10. Question Period

Members had no questions for members of the senior administration.

11. Other Business

The President of the Graduate Students' Union was not present to address Council. A member invited members to attend the November 15, 2005 meeting of the University Affairs Board as the main item on the agenda would be the annual reports of the University's various equity offices.

The meeting adjourned at 5:10 p.m.

Secretary

Chair

November 7, 2005