

UNIVERSITY OF TORONTO  
THE GOVERNING COUNCIL  
**REPORT NUMBER 413 OF**  
**THE EXECUTIVE COMMITTEE**

**Monday, March 31, 2008**

To the Governing Council,  
University of Toronto.

Your Committee reports that it held a meeting on Monday, March 31, 2008 at 5:00 p.m. in the Boardroom, Simcoe Hall, with the following members present:

Mr. John F. (Jack) Petch (In the Chair)  
Dr. Alice Dong, Vice-Chair  
Professor David Naylor, President  
Ms Diana A.R. Alli  
Ms Susan Eng  
Dr. Shari Graham Fell  
Professor Ellen Hodnett  
Mr. Timothy Reid  
Professor Arthur S. Ripstein  
Mr. Robert S. Weiss

**Non-Voting Member:**

Mr. Louis R. Charpentier

**Secretariat:**

Mr. Henry Mulhall, Secretary  
Mr. Matthew Lafond

**Regrets:**

The Honourable William G. Davis  
Miss Saswati Deb  
Professor William Gough  
Ms Estefania Toledo

**In Attendance:**

Dr. Claude Davis, Chair, University Affairs Board and Member of the Governing Council  
Professor Vivek Goel, Vice-President and Provost and Member of the Governing Council \*  
Dr. Anthony Gray, Special Advisor to the President  
Professor Michael R. Marrus, Chair, Academic Board and Member of the Governing Council  
Mr. Richard Nunn, Chair, Business Board and Member of the Governing Council  
Ms Rose Patten, past Chair of the Governing Council  
Ms Catherine Riggall, Vice-President, Business Affairs \*

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\* Absent for consideration of agenda item #14.

**1. Report of the Previous Meeting**

Report Number 412 (February 25, 2008) of the Executive Committee was approved.

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

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

**3. Minutes of the Governing Council Meeting of March 4, 2008**

Members received for information the Minutes of the Governing Council meeting held on March 4, 2008.

**4. Business Arising from the Minutes of the Governing Council Meeting**

There was no business arising from the minutes of the Governing Council meeting.

**5. Report of the President**

The Committee moved *in camera* and was briefed by the President on a university relations matter.

The Committee returned to closed session.

**(a) Provincial Government Relations**

The President reported on the Provincial Budget released on March 25, 2008 that had provided greater than expected support for post-secondary education and research. Highlights from the University's perspective included the following. The Government had pledged \$25 million for the expansion of the Munk Centre for International Studies. The Budget would provide \$200 million for the maintenance and renewal of the province's university facilities, of which the University would receive approximately 19% or \$38 million. Support for innovation had been provided through tax incentives for commercialization, as well as allocations of \$250 million to the Ontario Research Fund, \$5 million to the MaRS Discovery District, and \$6 million to expand the Innovation Demonstration Fund. Further investments in the Government's Reaching Higher Plan had included \$465 million over three years for student support and access, including a \$385 million Textbook and Technology Grant that would provide \$300 per student per year. The Budget also included \$17 million to support research internships for graduate students, \$16 million to expand programmes for at-risk youth, and \$1 million over three years to assist Ontario students to take part in study abroad programs. Additional undergraduate funding support amounted to \$14.4 million province-wide, of which the University would receive \$3.8 million. Similarly, there had been a one-time-only allocation for graduate education that totaled \$55 million, of which the University would receive a share of \$10.6 million. Finally, base funding for clinical education had been increased by \$3.9 million, additional funding had been provided for Aboriginal education, and \$2 million had been allocated for health promotion education in the Faculty of Physical Education and Health. Despite these welcome investments in post-secondary education, the University remained concerned that there had been no increase in the core per student funding provided by the Provincial Government. Absent such funding adjustments, the University would remain reliant on unpopular increases in student fees and levies in order to maintain the quality of the education it provided.

**5. Report of the President (cont'd)****(b) Towards 2030 Exercise**

The President noted that Phase 2 of the Towards 2030 strategic planning initiative was nearing completion. A number of the Task Forces' Final Reports had been completed, and he looked forward to consulting with Governors regarding the next phase of the process.

**6. Items for Endorsement and Forwarding to the Governing Council****(a) Research Policies: Collections Policy**

*(Arising from Report Number 155 of the Academic Board [March 6, 2008]- Item 7)*

Professor Marrus reported that this Policy was intended to bring order to a variety of different types of collections by setting out general principles about how the University would acquire, manage, and (where appropriate) dispose of collections. It would require that they be named, accessioned and inventoried. Further, an administrator, usually the head of the relevant academic unit, would be designated for each collection, and that administrator would be required to name a monitor for each collection.

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED to the Governing Council for consideration the recommendation

THAT the proposed Collections Policy be approved.

Documentation is attached to [Report Number 155 of the Academic Board as Appendix "A"](#).

**(b) School of Public Health – Extra-Departmental Unit A (EDU:A) – Establishment**

*(Arising from Report Number 155 of the Academic Board [March 6, 2008]- Item 8)*

The Academic Board had been informed that this proposal was for the creation of a School of Public Health to support academic public health activity at the University, coordinated across several units. As an Extra-Departmental Unit A (EDU:A), the School would have its own budget and the authority to administer research grants, and would offer academic programs, enroll students, and make primary faculty appointments.

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED to the Governing Council for consideration the recommendation

THAT the School of Public Health be established as an Extra-Departmental Unit A (EDU:A) teaching and research entity, effective immediately.

Documentation is attached to Report Number 155 of the Academic Board as [Appendix "B"](#).

**6. Items for Endorsement and Forwarding to the Governing Council (cont'd)****(c) Capital Project: Project Planning Report – University of Toronto at Mississauga (UTM) South Building Master Plan**  
*(Arising from Report Number 155 of the Academic Board [March 6, 2008]- Item 9)*

Professor Marrus reported that this project had derived from the rapid growth that had occurred on the UTM campus in recent years. Enrolment had increased significantly since 2000-01, creating pressure on campus infrastructure. The South Building was the busiest pedestrian area on campus, and its use had been affected by the construction of a number of new buildings at UTM. The proposal, which would proceed in phases, would allow the consolidation and expansion of UTM's student services, the creation of a Student Plaza, and additional space necessary for academic and administrative departments. Phase 1 of the proposal had an estimated total project cost of \$10.057 million, consisting of a \$3.5 million cash contribution from the UTM operating budget, and \$6.557-million of borrowing to be repaid from the UTM operating budget. There had been no substantial discussion at the Academic Board of this Report.

Mr. Nunn reported that the Business Board had considered the execution of the first phase of this project and its financing, and had approved that Phase I proceed, subject to Governing Council approval.

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED to the Governing Council for consideration the recommendation

1. THAT the Project Planning Report for the South Building Master Plan be approved in principle.
2. THAT Phase One of the South Building Master Plan, approximately 1906 net assignable square metres (3270 gross square meters), having a total estimated project cost of \$10,057,000 be approved.
3. THAT the \$10,057,000 funding required for Phase One of the South Building Master Plan comprise:
  - \$3,500,000 cash contribution from the University of Toronto at Mississauga operating budget
  - \$6,557,000 through borrowing paid from the University of Toronto at Mississauga operating budget.
4. THAT the interim planning report for Phases Two and Three and the Completion of the Student Plaza be approved in principle.
5. That the component parts of Phases Two and Three and the Completion of the Student Plaza be brought forward for further approvals through the Accommodations and Facilities Directorate for components valued at less than \$2 million and to the Governing Council for those exceeding \$2 million in accordance with the *Policy on Capital Planning and Capital Projects*.

Documentation is attached to Report Number 155 of the Academic Board as [Appendix "C"](#).

**6. Items for Endorsement and Forwarding to the Governing Council (cont'd)****(d) Budget Report, 2008-09**

*(Arising from Report Number 155 of the Academic Board [March 6, 2008]- Item 10, and from Report Number 165 of the Business Board [March 5, 2008]- Items 2 and 7)*

Professor Marrus reported that the Academic Board had recommended approval of the proposed budget, and noted that it was an unusual and, in his view, positive feature of the University's unicameral governance system that such a body should have such a role in the process. Following a detailed presentation on the proposed budget from the Provost, the Board had had a useful and positive discussion of such topics as allocations to student aid, the implications of the new budget model, and the decision to reduce the accumulated deficit to 0% in a short timeframe.

Mr. Nunn reported that the Business Board had two responsibilities concerning the Budget Report. First, it was responsible for recommending the ground rules for the financial operation of the University. The Board had been pleased to recommend the replacement of the current rules that required six-year, long-range budget guidelines ending in a balanced budget and a cumulative deficit of no more than 1.5% of operating revenue. The administration had proposed, and the Business Board had endorsed, a requirement for rolling plans presented every year, with budget projections extending out five years. Each plan would have to end with a zero cumulative deficit. The Board's second responsibility was to advise the Governing Council on the financial prudence of the budget plan. It had received a full and careful presentation from Professor Goel, as well as a detailed assessment from the President. Both had assured the Board that the assumptions about revenue and expense were entirely prudent, and it had voted to support the approval of the budget.

A member asked whether the new funding announced in the Provincial Budget would be incorporated into the University's Budget. The President responded that the University's practice was not to revise the Budget based on year end one-time-only funding announcements from the Government if they were modest in size, but rather to manage them as in year allocations. The Provost added that the budget was premised on numerous assumptions, many of which subsequently changed to some degree. Corrections were made by means of in-year variance reports. The member asked if the Government funding in question would have a positive impact on the budget and on the accumulated deficit, and the Provost confirmed that this would be the case.

**6. Items for Endorsement and Forwarding to the Governing Council (cont'd)****(d) Budget Report, 2008-09 (cont'd)**

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED to the Governing Council for consideration the recommendation

1. THAT a rolling five-year budget planning window, ending with the accumulated deficit reduced to zero by the end of any five-year planning period, be approved, replacing:
  - (a) the 1977 Governing Council policy limiting the annual surplus/deficit to 1.5%, and
  - (b) the current arrangement of fixed multi-year budget cycles ending in a balanced annual budget in the final year and an accumulated deficit not to exceed 1.5% of revenue;
2. THAT the 2008-09 Budget be approved; and
3. THAT the Long Range Budget Guidelines for 2008-2013 and the Planning Assumptions for 2008-2013 be approved in principle.

Documentation is attached to Report Number 155 of the Academic Board as [Appendix "D"](#).

**(e) Tuition Fee Schedule for Publicly Funded Programs, 2008-09**

*(Arising from Report Number 165 of the Business Board [March 5, 2008]- Items 2 and 5)*

Mr. Nunn reported that the Business Board had recommended approval of the tuition fee schedule. It had been convinced that the increases were necessary given the University's financial circumstances. In reviewing the enrolment report, the Board had been satisfied that the proposed increases would not have a negative effect on enrolment. Finally, the Board had been confident that the proposed tuition fee schedule would not endanger accessibility, which was being maintained by student financial support. The University's spending on need-based student aid had increased from \$1.5 million in 1992-93 to \$45 million in 2006-07. In addition, graduate student funding packages were provided at a cost of \$164 million. That supplemented government support, which had been improving. In terms of the impact on students, for more than 75% of domestic students, the cost of the fee increase would be \$250 or less. A further 15% would pay increases between \$251 and \$350.

A member asked why the tuition fee for the Combined MD/PhD program was significantly less than the sum of the fees for the stand-alone MD and PhD programs. The Provost responded that this was a blended fee which combined the fees for the two components of the program over its seven-year duration.

**6. Items for Endorsement and Forwarding to the Governing Council (cont'd)****(e) Tuition Fee Schedule for Publicly Funded Programs, 2008-09 (cont'd)**

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED to the Governing Council for consideration the recommendation

THAT the Tuition-Fee Schedule For Publicly Funded Programs in 2008-09, as described in Professor Goel's February 20, 2008 report to the Business Board, and the tuition fees in 2008-09 and 2009-10 for the special programs identified in Tables B2 and C2 of Appendices B and C of the report, be approved.

Documentation is attached to Report Number 165 of the Business Board as [Appendix "A"](#).

**(f) Tuition Fee Schedule for Self-Funded Programs, 2008-09**

*(Arising from Report Number 165 of the Business Board [March 5, 2008]- Item 6)*

Mr. Nunn reported that the self-funded programs received no government funding, and that their fees were set to recover their direct costs. The Business Board had also recommended approval of this tuition fee schedule.

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED to the Governing Council for consideration the recommendation

THAT the tuition-fee schedule for self-funded programs for 2008-09, a copy of which is attached to Professor Goel's February 20, 2008 memorandum to the Business Board as Table 1, be approved.

Documentation is attached to Report Number 165 of the Business Board as [Appendix "B"](#).

**7. Policy on Approval and Execution of Contracts and Documents: Non-Substantive Updates**

The Chair stated that the non-substantive updates to this Policy were being reported to the Committee for information. The Secretary reported that two types of changes had been made. A new senior position, that of Chief Real Estate Officer, had been incorporated into the Policy. In addition, the Policy had been revised to take into consideration changes to position titles. The position of "Vice-President, Research and Associate Provost" had been replaced with "Vice-President, Research", while that of "Assistant Vice-President, Technology Transfer" had been replaced with "Assistant Vice-President, Research".

**8. Reports for Information**

Members received the following reports for information.

- (a) Report Number 155 of the Academic Board (March 6, 2008)
- (b) Report Number 165 of the Business Board (March 5, 2008)

**9. Date of the Next Meeting**

Members were reminded that the next regular meeting of the Executive Committee was scheduled for Monday, May 12, 2008 at 5:00 p.m.

**10. Other Business**

There was no other business.

On motion duly moved and seconded,

IT WAS RESOLVED

THAT, pursuant to sections 28 (e) and 33 of *By-Law Number 2*, consideration of items 11, 12, 13 and 14 take place *in camera*, with the Board Chairs, Vice-Presidents, and Special Advisor to the President admitted to facilitate the work of the Committee.

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*In Camera Session*

**11. Judicial Affairs Matter: Recommendation for the Revocation of Degrees**

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

THAT the recommendation for the cancellation of degrees contained in the Memorandum from the Secretary of the Governing Council dated March 31, 2008 be placed on the agenda for the April 10, 2008 meeting of Governing Council; and,

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

**12. External Appointments: University of Toronto Asset Management Corporation (UTAM)**

The Chair noted that, following the previous regular meeting of the Executive Committee on February 25, 2008, there had been need, because of time constraints, to consider by mail ballot an appointment to the Board of the University of Toronto Asset Management Corporation (UTAM). He read the motion from the ballot into the record in order officially to record the approval which had occurred on March 6, 2008.

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

THAT Mr. William W. Moriarty be approved and nominated as a member and director of the University of Toronto Asset Management Corporation effective immediately until the 2009 annual meeting of the Corporation and until his successor is appointed.



**12. External Appointments: University of Toronto Asset Management Corporation (UTAM) (cont'd)**

The President then made a recommendation for two further appointments to this same Board.

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

THAT Ms Bonita Then and Mr. John Varghese be approved and nominated as members and directors of the University of Toronto Asset Management Corporation effective March 25, 2008 for one year terms until the 2009 annual meeting of the Corporation and until their successors are appointed.

**13. Towards 2030 Task Force on Governance – Phase 1 Report**

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

1. THAT the following recommendations be endorsed and forwarded to the Governing Council:
  - (a) THAT the *Towards 2030 Task Force on Governance Phase 1 Report to the Chair of the Governing Council and the President*, dated February 28, 2008, be accepted; and
  - (b) THAT, with reference to the Task Force's recommendations, the Chair develop for consideration by the Governing Council a proposal regarding continuation of the review process.
2. THAT, pursuant to Section 38 and 40 of *By-Law Number 2*, the recommendations be considered by the Governing Council *in camera*.

It was agreed that the item would be considered by the Governing Council at its meeting on May 21, 2008.

**14. Senior Appointment**

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED

to the Governing Council for consideration the recommendation for a senior appointment contained in the memorandum from the President dated March 31, 2008.

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

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

The Committee returned to closed session.

The meeting adjourned at 6:10 p.m.

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Secretary  
April 1, 2008

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Chair