

UNIVERSITY OF TORONTO
THE GOVERNING COUNCIL

Thursday, December 14, 2006

MINUTES OF THE GOVERNING COUNCIL meeting held on Thursday, December 14, 2006 at 4:30 p.m. in the Council Chamber, University of Toronto at Mississauga.

Present:

Ms Rose M. Patten (Chair)
Mr. John F. (Jack) Petch (Vice-Chair)
The Honourable David R. Peterson, Chancellor
Professor C. David Naylor, President
Professor Varouj Aivazian
Professor Philip H. Byer
Mr. P.C. Choo
Professor Brian Corman
Dr. Claude S. Davis
Miss Saswati Deb
Dr. Alice Dong
Miss Coralie D'Souza
Ms Susan Eng
Professor Jonathan Freedman
Professor Vivek Goel
Professor William Gough
Professor Ellen Hodnett

Professor Louise Lemieux-Charles
Mr. Joseph Mapa
Mr. Geoffrey Matus
Ms Jacqueline C. Orange
Ms Marvi H. Ricker
Miss Maureen J. Somerville
Ms B. Elizabeth Vosburgh
Mr. Patrick Wong

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

Secretariat:

Mr. Henry Mulhall
Ms Mae-Yu Tan

Absent:

Ms Diana A. R. Alli
Mr. John M. Badowski
Mr. Terry Buckland
Mr. Kristofer T. Coward
The Honourable William G. Davis
Dr. Shari Graham Fell
Mr. Robin Goodfellow
Dr. Gerald Halbert
Professor Glen A. Jones
Dr. Joel A. Kirsh
Professor Michael R. Marrus

Ms Florence Minz
Mr. George E. Myhal
Mr. Richard Nunn
Mr. Tim Reid
Professor Arthur S. Ripstein
Professor Barbara Sherwood Lollar
Mr. Stephen C. Smith
Ms Estefania Toledo
Professor John Wedge
Mr. Robert S. Weiss
Ms Johanna L. Weststar
Mr. W. David Wilson

In Attendance:

Dr. John R. G. Challis, Vice-President, Research and Associate Provost
Professor Cheryl Misak, Acting Vice-President and Principal of the University of
Toronto at Mississauga (UTM)
Ms Catherine J. Riggall, Vice-President, Business Affairs
Ms Judith Wolfson, Vice-President, University Relations
Ms Diane Crocker, Registrar and Director of Enrolment Management (UTM)
Dr. Chris Cunningham, Special Advisor to the President
Mr. Ray deSouza, Chief Administrative Officer (UTM)
Dr. Anthony Gray, Judicial Affairs Officer, Office of the Governing Council
Ms Connie Guberman, Special Advisor on Equity Issues and Status of Women Officer
Professor Edith Hillan, Vice-Provost, Academic
Ms Shaila Kibria, Vice-President, Erindale Part-time Undergraduate Students (EPUS)
Ms Bryn MacPherson White, Director, Office of the President and University Events
Mr. Steve Moate, Senior Legal Counsel

In Attendance (cont'd)

Ms Cristina Oke, Assistant Secretary of the Governing Council
Mr. Naraindra Prashad, Administrative Manager, Office of the Governing Council
Professor Mark Stabile, Interim Director, School of Public Policy and Governance
Ms Jane Stirling, Director, Marketing and Communications
Professor Caroline Tuohy, Provostial Advisor on Public Policy
Professor Safwat Zaky, Vice-Provost, Planning and Budget

IN ACCORDANCE WITH A DETERMINATION BY THE EXECUTIVE COMMITTEE PURSUANT TO SECTIONS 38 AND 40 OF BY-LAW NUMBER 2, ITEMS 1 AND 2 WERE CONSIDERED BY THE GOVERNING COUNCIL *IN CAMERA*.

1. Report Number 49 of the Committee for Honorary Degrees

On motion duly moved and seconded

It was RESOLVED

THAT the recommendations contained in Report Number 49 of the Committee for Honorary Degrees be approved; and

THAT the Chancellor and the President be empowered to determine the degree to be conferred on each candidate and the date of the conferral.

The Chair reminded members that nominees' names and the discussion of nominations were strictly confidential. When all individuals had responded to their offers, the President would report to the Governing Council. Following that report, a public announcement would be made.

2. Senior Appointment

Vice-President, University of Toronto

On motion duly moved and seconded

It was RESOLVED

THAT Professor Franco J. Vaccarino be appointed to the position of Vice-President, University of Toronto, concurrent with his appointment as Principal of the University of Toronto at Scarborough for a five-year term beginning July 1, 2007 and ending June 30, 2012.

THE GOVERNING COUNCIL MOVED INTO OPEN SESSION.

3. Chair's Remarks

(a) Welcome

The Chair welcomed members and guests to the meeting, to the campus of the University of Toronto at Mississauga (UTM), and to its newly renovated Council Chamber.

(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 all members, senior

3. Chair's Remarks (cont'd)

(b) Audio Web-cast (cont'd)

administrators, and guests who were invited to speak during the meeting to use a microphone, so that their comments could be heard by those listening to the audio web-cast.

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

The Chair announced that, during the *in camera* session at the beginning of the meeting, the Council had approved a senior appointment. Professor Franco J. Vaccarino had been appointed to the position of Vice-President, University of Toronto, concurrent with his appointment as Principal of the University of Toronto at Scarborough.

(d) Speaking Request

The Chair informed members that five speaking requests had been received. Four had not been granted, as they concerned matters being dealt with by the administration of the University and were not currently before the Governing Council for consideration. One had been granted, and she would call on the speaker at the appropriate time in the meeting.

(e) Professor Byer

The Chair announced that Professor Phil Byer would be stepping down from the Governing Council, effective December 31, 2006, to embark on a research and study leave. She acknowledged his contributions, and noted that Professor Byer had been appointed to the Council in February 2001. Since that time, he had served with diligence and dedication; the Chair thanked him for his service.

4. Acting Principal's Remarks

At the invitation of the Chair, Professor Cheryl Misak, Acting Vice-President, and Principal of the University of Toronto at Mississauga, welcomed members and guests to the campus. She outlined some of the changes that had been taking place at UTM, including construction of the new Council Chamber, the Hazel McCallion Academic Learning Centre and the Recreation, Athletic and Wellness Centre. A slide show of the buildings and facilities was provided. Professor Misak acknowledged the presence of a number of guests including Mr. Ray deSouza, Chief Administrative Officer, UTM, Ms Dianne Crocker, Registrar and Director of Enrolment Management, UTM, and some of the student leaders, including Mr. Vlad Glebov (UTM-SAC), Ms Shaila Kibria (EPUS), and the students-at-large. Professor Misak reminded members of the reception that would take place at Lislehurst after the meeting.

5. Minutes of the Previous Meeting of November 2, 2006

The minutes of the meeting of November 2, 2006 were approved.

6. Business Arising from the Minutes of the Previous Meeting

There was no business arising from the previous meeting.

7. Report of the President

(a) William Davis Lifetime Achievement Award

The President was pleased to report that the Honourable William G. Davis had been given a Lifetime Achievement Award by the Council of Ontario Universities (C.O.U.) in recognition of his vision, leadership and lifelong commitment to the advancement of postsecondary education in the Province of Ontario. This award was the first of its type, and was a wonderful tribute to an extraordinary person and an outstanding recognition of one of the University's loyal governors. The Honourable William G. Davis was a leader in learning and education, had made outstanding contributions and had left a great legacy in terms of development of the post-secondary sector. During the celebratory event, the Chancellor had provided remarks and congratulations.

(b) Provincial and Federal Update

The President reported that the University was being well served by the new Vice-President, University Relations, and that she was leading complex interactions with the provincial and federal governments. At various times, the President had been asked why it was necessary to continue to build capacity in the area of government and institutional relations. He had also been asked why there had been such a priority to create a strong, and focused team to move the University along from the current level of government funding. On an annual basis, the University receives half a billion dollars per year from the province to support its core educational mission. The President noted that federal funding was also critical to the University's research mission. It was therefore vitally important for the University to continue to strengthen its interactions with both levels of government. It was expected that the provincial election would take place in less than one year, and that the federal election would likely occur in the same timeframe. At that point, the University would then have to deal with new governments that had new mandates. The next two years would accordingly be very important in dealing with the levels of government that were the main public sponsors of the University.

The President stated that there were two key elements at the provincial level that required monitoring. First was the level of core support that had been received for University students. The *Reaching Higher* plan had outlined funding for both quality enhancement and enrolment expansion. The plan included some undergraduate funding, but had contained a particularly strong focus on graduate expansion. The projections used by the Ontario government now presented a challenge; they had underestimated the projected enrolment, planning for 60,000 new students between 2002-03 and 2006-07. However, the enrolment figure was currently 74,000, with a projected overshoot of 46,000 over the next three years. Without a budgetary adjustment, quality enhancement funds would likely be shifted in part to fund otherwise-unfunded student places. Uncertainty existed as to how the funds would be apportioned. Some institutions had not managed their undergraduate enrolment closely, while others, including the University of Toronto, would be interested in obtaining more funding to enhance the student experience from a quality perspective. Discussions of this issue had been continuing, and the Ministry of Training, Colleges and Universities had been trying to develop creative compromises to reconcile the differences.

The second item of importance was the graduate expansion. The University had taken the position that much of the graduate expansion anticipated by smaller institutions had been ambitious. As the largest provider of graduate education, the University had taken a more moderated growth proposal to the Ministry, which had been fully supported. Current figures indicated that the projections for very rapid growth were not attainable by the vast majority of institutions. As such, there was growing support within the government for the University of Toronto's position. The President explained that had the growth occurred as quickly as had been planned, there would have been less available

7. Report of the President (cont'd)**(b) Provincial and Federal Update (cont'd)**

support for students from Ontario Graduate Scholarships (OGS) and similar sources. As well, there would have been pressure on institutions to expand facilities very quickly, and pressure with respect to supervisory capacity. There was now a situation where the University would still continue to move ahead as planned for graduate expansion, but without undue pressure for acceleration of that process from the Government of Ontario.

At the federal level, the economic update had provided positive signals about the research and innovation agenda. The University would wait for clarity in the forthcoming federal budget to determine how the signals would translate into policy and budgetary proposals.

(c) Varsity Centre

The President encouraged the governors to visit the Varsity Centre to see the radical re-development of the facility that had taken place. Work continued through the Vice-President and Provost's Office and the Faculty of Physical Education and Health, to determine how best to redevelop an athletic node around the Varsity Centre. More detail would be provided to governors in the future. Fundraising that had been taking place in the background had been very effective so far, although there was still much to be done. Possibilities would be explored to see how the initial plans could be leveraged to achieve some economies of scale through the creation of an athletics node.

(d) Vision 2030

The President concluded his remarks by stating that the University would need to contemplate its long-term direction. Issues that were currently being considered, such as graduate expansion, would continue to be discussed, and the optimal graduate/undergraduate ratio for the future would need to be determined. He stated that the University was already a very large institution. The St. George campus alone was much larger than many institutions that profiled themselves as large schools. With the current under-enrolment in the local community colleges, and their interest in becoming degree-granting institutions, the University would need to think about its role in the years ahead. There was a need to plan more systemically. Initial steps had been taken towards producing a document that would ask the University community to think towards 2030 and raise the long-term questions. Some of these questions had been framed at a recent executive retreat. The President stated that all stakeholders would need to be engaged in the months ahead to address these questions with a horizon much longer than the traditional five-year planning cycle. It would be particularly important in this context to consider how the three campuses would evolve, and how the University would position itself in the changing post-secondary system in Ontario and across Canada.

8. Items for Governing Council Approval**(a) Framework for Graduate Expansion**

Professor Corman reported that there had been a thorough discussion of the *Framework for Graduate Expansion* at the Academic Board. Professor Pfeiffer had provided an update on the recruitment initiatives that had been undertaken by the School of Graduate Studies (SGS). She had stated that the SGS had proactively advertised the University's graduate programs in various media, and participated in graduate education fairs across the country. Questions had been raised about the level of funding that would be necessary to support an increased number of graduate students, and Professor Pfeiffer had noted that a significant proportion of the increase in graduate growth had been in professional programs, rather than doctoral-stream programs. Professor Goel had advised

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

(a) Framework for Graduate Expansion (cont'd)

members of the Board that it was important for the University to identify a variety of sources of additional resources to support graduate student enrolment expansion.

Members had asked whether sufficient faculty and space resources were available to support the proposed graduate expansion. Professor Goel had replied that, since a large percentage of graduate enrolment growth was in professional programs, a key issue was instructional capacity rather than supervisory capacity. He had added that supervisory capacity would increase as new faculty received tenure.

Questions had also been raised about how the University would increase the number of international graduate students. It had been noted that divisions responded differently to the issue of international students, and the appropriate proportion of international and domestic graduate students was a matter of discussion.

The Chair then invited Ms Gina Trubiani, Vice-President, External, Graduate Students' Union (GSU) to speak.

Ms Trubiani thanked the Chair for the forum to speak. She stated that graduate expansion had been a topic of great debate for graduate students. As a stakeholder organization representing all graduate students, the GSU executive had submitted a response paper that had highlighted issues such as supervisory capacity, student support, the need for more childcare facilities, and student space. She stressed the importance of ensuring that the quality of education would not be compromised with the planned expansion. The GSU applauded the efforts of the University to open its doors to more students, and acknowledged that it was not the University's objective to accept students who could not be supported. Ms Trubiani stated that the GSU wanted to enhance the community by welcoming new students who would contribute positively to the academic experience at the University. The GSU had recalled a period in the University's history when there had been a limit on the number of students who could be accepted by a supervisor (even if they could have provided support to the students). The GSU would agree to proceed with caution, and to embrace an effective enrolment plan that would be moderate and achievable.

Ms Trubiani then presented a "wish list" of issues that the GSU hoped would be resolved, including supervisory capacity, student support and student space. The GSU suggested that a graduate enrolment expansion taskforce be formed that would ensure a successful, seamless implementation of the plan.

Concerns about the level of funding provided by the provincial and federal government had also been expressed. It had been noted that the Basic Income Unit formula, used to determine the amount of government funding for each domestic student, had remained unchanged over the past ten years. An aggressive campaign to increase research funding at both levels of government was also proposed by the GSU. They believed that active lobbying on their part could be effective in influencing the government, if supported by the University. The GSU wanted to work with the University to obtain the necessary funding for a sustainable plan.

President Naylor thanked Ms Trubiani for her thoughtful comments. Although he was unable to speak to the concept of a taskforce before it had been given some consideration, he stated that he did want to respond to other issues she had raised. The University administration shared the concern about the proportion of graduate scholarships, and had had active discussions about the OGS allotments. One of the results of the lower than expected growth was that funds might be redirected over the course of two to three years to

8. Items for Governing Council Approval (cont'd)**(a) Framework for Graduate Expansion (cont'd)**

supplement the OGS, and to match the graduate enrolment growth. That case had been made to the Ministry of Training, Colleges and Universities. President Naylor emphasized that the University had been advocating for enhanced graduate student support, and was therefore in agreement with the GSU on that issue. As part of his address to the Women's Canadian Club of Toronto earlier in the day, and a few weeks previous during an address to the Canadian Club, President Naylor had explicitly urged the federal government to establish a major suite of graduate scholarships, made available on the basis of excellence, to be used by students at an institution of their choice. He stated that he looked forward to speaking with the GSU about how to advocate together on that initiative.

On motion duly moved and seconded

It was RESOLVED

THAT the proposed graduate expansion as described in the *Framework for Graduate Expansion 2004-05 to 2009-10* be approved.

Documentation is attached to Report Number 146 of the Academic Board as Appendix "A".

(b) School of Public Policy and Governance: Establishment

Professor Corman reported that the proposal to establish a School of Public Policy and Governance as an interdisciplinary, cross-faculty unit administratively housed in the Faculty of Arts and Science had been discussed by the Academic Board. The School would have its own budget and the authority to offer academic programs, to enroll students, and to administer research grants. Professor Pfeiffer had noted that the School of Graduate Studies had been omitted from the list of signatories to the Memorandum of Agreement. No questions had been raised by members of the Board on that item.

The Chancellor stated that he was excited about the proposal. He thought it would be an opportunity to establish a leading school in the field, and he had great ambitions for the program as it moved forward.

President Naylor congratulated Professor Tuohy, Provostial Advisor on Public Policy, for having played a key role in developing the idea, and moving forward the establishment of the School. He also recognized Professor Mark Stabile, Interim Director, School of Public Policy and Governance, and expressed his gratitude for the work he had conducted on the School. President Naylor thanked him for his role and leadership in the proposal to establish the School.

On motion duly moved and seconded

It was RESOLVED

THAT the School of Public Policy and Governance be established as a new modified EDU:2 teaching and research entity, effective immediately.

Documentation is attached to Report Number 146 of the Academic Board as Appendix "B".

8. Items for Governing Council Approval (cont'd)**(c) Capital Project: Project Planning Report: Medical Academy at the University of Toronto at Mississauga (UTM)**

Professor Corman explained that the creation of the Medical Academy at UTM required improvements to facilities and audio-visual and information technology at both UTM and the Medical Sciences Building (MSB). An expansion of the anatomy teaching laboratories and other teaching space would be needed, as well as consolidation of computer services in the MSB. Also, teaching, student, research and associated administrative support space would need to be created at UTM. An interim space program had been created to accommodate students in the fall of 2007, while permanent space would be ready in time for the 2008-09 academic year. No questions had been raised by members of the Board.

The Chair of the Business Board, Ms Jacqueline Orange, added that the Business Board had reviewed the project and had approved its execution, subject to Governing Council approval.

On motion duly moved and seconded

It was RESOLVED

THAT the Project Planning Report for the Medical Academy at the University of Toronto at Mississauga be approved in principle;

THAT space vacated in the South Building and including an adjacent addition be made available to the UTM Medical Academy;

THAT improvements and renovations at the Medical Sciences Building to support the distributed learning model of the UTM Medical Academy be approved in principle;

THAT the project scope of 3415 nasm for the Academy having a total project cost of \$20.107 million be approved; and

THAT \$20.107M funding required for the UTM Medical Academy comprise:

- i) provincial funding in the form of annualized payments having a present value of \$14.7 million, and
- ii) \$5.407 million short term debt carried by the Faculty of Medicine and the University of Toronto at Mississauga.

Documentation is attached to Report Number 146 of the Academic Board as Appendix "C".

(d) Declaration of Property as Surplus to the University's Requirements

Professor Corman reported that discussion at the Academic Board had focused on the possibility of the property being used by the University for housing or other purposes. Professor Goel had explained that the designation of the property as surplus would allow the University to explore alternative uses with appropriate partners.

On motion duly moved and seconded

It was RESOLVED

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

(d) Declaration of Property as Surplus to the University's Requirements (cont'd)

THAT the property 240 McCaul Street be declared surplus to University requirements.

Documentation is attached to Report Number 146 of the Academic Board as Appendix "D".

(e) *Statement on Equity, Diversity and Excellence*

Dr. Davis reported that the University Affairs Board had recommended approval of the *Statement on Equity, Diversity and Excellence* at its November 7, 2006 meeting. Professor Hildyard had explained that, following endorsement of the proposed *Equity Statement* by the Board at its May meeting, it had been decided that further consultation would be appropriate. That had resulted in a revised and improved statement which had combined the three concepts of equity, diversity and excellence, likely the first time that had been done in a Canadian university context.

On motion duly moved and seconded

It was RESOLVED

THAT the proposed *Statement on Equity, Diversity and Excellence* be approved.

Documentation is attached to Report Number 138 of the University Affairs Board as Appendix "A".

9. Report of the Committee to Review the Office of the University Ombudsperson

The Vice-Chair reported that the recommendations of the Ombudsperson Review Committee had been summarized in the cover memorandum and could be grouped into four broad areas. First, it was recommended that the Governing Council reaffirm the very important role of the Ombudsperson. That Office helped the University to protect the rights of its members, to fulfill its obligations to them, and generally to achieve its mission.

Second, the Committee had stressed that the Ombudsperson should deal only with cases that required active intervention, and should identify areas where policies and procedures might need review. To facilitate that, the development of a new staffing and budget plan had been proposed to provide for a case officer who would carry out the necessary (but secondary) work of providing information and referrals. The Committee had also proposed the development of a plan to improve the accessibility of information about avenues of redress before matters reached the Office of the Ombudsperson.

Third, the Committee had recommended steps that would improve the visibility of the Ombudsperson service, especially (but not only) at the University of Toronto at Mississauga and the University of Toronto at Scarborough. Fourth, revisions to the Terms of Reference had been recommended.

On motion duly moved and seconded

It was RESOLVED

THAT the recommendations contained in the Report of the Committee to Review the Office of the University Ombudsperson, 2006 be approved.

10. Report of the Ombudsperson and Administrative Response

The Chair informed members that the University Ombudsperson was responsible to the Governing Council, through its Chair. As part of that responsibility, the Ombudsperson reported annually on his or her activities. The administration had prepared its response to the Report, and both documents had been circulated to members for their information and comments. There were no questions.

11. Reviews of Academic Programs and Units – Annual Report

The Chair stated that this report was also presented to the Governing Council for information only. Members had received in their mailing package a copy of the Reviews of Academic Programs and Units 2004-2005 dated May 2006. The Reviews had been discussed extensively at the May 31, 2006 meeting of the Committee on Academic Policy and Programs, and the meeting of the Agenda Committee of October 31, 2006. The Agenda Committee had agreed that there were no general academic issues arising from the consideration of the reviews that warranted discussion by the Academic Board. There were no questions from members.

12. Reports for Information

Members received the following reports for information.

- (a) Report Number 145 of the Academic Board (October 4, 2006)
- (b) Report Number 152 of the Business Board (October 10, 2006)
- (c) Report Number 153 of the Business Board (November 9, 2006)
- (d) Report Number 137 of the University Affairs Board (September 26, 2006)
- (e) Report Number 138 of the University Affairs Board (November 7, 2006)
- (f) Report Number 399 of the Executive Committee (October 18, 2006)
- (g) Report Number 400 of the Executive Committee (November 23, 2006)

13. Date of the Next Meeting

The Chair reminded members that the next regular meeting of the Governing Council was scheduled for Thursday, February 1, 2007 at 4:30 p.m.

14. Question Period

Members had no questions for members of the senior administration.

Professor Byer expressed his appreciation at having had the opportunity to serve on the Council for the past six years. He had enjoyed working with the members, and had great admiration for the very capable senior administration team.

15. Other Business

The Chair wished everyone the very best for the holiday season, and encouraged them to attend the reception which would take place at the Principal's residence, Lislehurst.

President Naylor thanked Professor Byer for his great service. He also thanked the governors for their commitment, time, and diligence, and urged them to take time to rest during the holidays. President Naylor shared news of the recently completed transaction which would provide the University with further debt financing to fund capital projects. The Vice President, Business Affairs and Chief Financial Officer had negotiated the sale of a \$75 million debenture with a forty-year term and a very favourable interest rate of 4.493%.

15. Other Business (cont'd)

The Chair expressed appreciation at the opportunity to hold the Council meeting at UTM, and thanked the students who had welcomed the Council and attended the meeting.

The meeting adjourned at 5:50 p.m.

Secretary

Chair

January 15, 2007