

UNIVERSITY OF TORONTO  
THE GOVERNING COUNCIL  
**REPORT NUMBER 328 OF**  
**THE EXECUTIVE COMMITTEE**  
**Tuesday, September 5, 2000**

To the Governing Council,  
University of Toronto.

Your Committee reports that it held a meeting on Tuesday, September 5, 2000 at 5:00 p.m. in the Council Chamber, Simcoe Hall, with the following members present:

Ms Wendy M. Cecil-Cockwell (In the Chair)	Non-Voting Member:
Professor Robert J. Birgeneau, President	
Professor W. Raymond Cummins	Mr. Louis R. Charpentier
Mr. Brian Davis	
Professor Brian Langille	Secretariat:
Mr. Gerald A. Lokash	
Dr. John P. Nestor	Ms Margaret McKone
Professor Ronald D. Venter	

Regrets:

Mrs. Mary Anne V. Chambers	Dr. Joseph L. Rotman
Ms Naana Afua Jumah	Mrs. Susan M. Scace

In Attendance:

Mr. Brian C. Burchell, Chair, the University Affairs Board  
Professor Jack Carr, Chair, the Academic Board  
Mr. Amir Shalaby, Chair, the Business Board  
Professor Adel S. Sedra, member, the Governing Council, and Vice-President and Provost  
Ms Wendy Talfourd-Jones, member, the Governing Council  
Professor Michael G. Finlayson, Vice-President, Administration and Human Resources  
Professor Carolyn J. Tuohy, Deputy Provost  
Mr. Kasi Rao, Director of the Office of the President and Director of Government Relations

**1. Chairman's Remarks**

The Chairman welcomed new and continuing members to the first meeting of the Committee for the 2000-2001 academic year.

At the Chairman's invitation, members and guests introduced themselves.

The Chairman then outlined the role of the Executive Committee. Firstly, the Committee set the agenda of the Governing Council. In so doing, it reviewed the recommendations from the three Boards that required the approval of Council. The Committee should not question the substance of these recommendations, but rather it should assure itself that the particular Board

### 1. Chairman's Remarks (cont'd.)

had considered all aspects of the question, and that the proposal was clear and sufficiently well documented for the Governing Council to proceed to a decision. If these criteria were met, the

Committee should vote to endorse and forward the recommendation to the Governing Council. If, on the other hand, the Committee concluded that a Board's recommendation required further deliberation, it could: vote to refer it back to the Board; refer it to another Board or committee; establish a special committee; or refer it to the President. In all cases, the proposal should be accompanied by specific procedural instructions.

The Chairman noted that there might be times when members disagreed with a recommendation. Expressions of substantive disagreement should occur at the Governing Council meeting rather than at the Executive Committee.

The Chairman indicated that the Committee would also be asked to confirm recommendations from the Academic Board, making the Board's decisions final. Because the Academic Board, unlike the Business Board and the University Affairs Board, did not consist of a majority of Governing Council members, the University of Toronto Act prohibited its receiving delegated authority, except in purely academic matters, like curriculum and admission requirements. In many other matters, confirmation by the Executive Committee was required.

The Committee's second function was to deal with a number of incidental matters falling outside the jurisdiction of the three Boards, for example, external appointments.

The third function of the Committee was procedural. In addition to setting the agenda of the Governing Council, the Committee coordinated the work of the Boards and committees, it screened new issues and assigned them to a particular Board or special committee, and it settled any unresolved procedural issues.

The Executive Committee was the striking committee of the Governing Council. As such, it recommended which Council members should sit on particular Boards and considered recommendations to fill vacancies on Boards as they arose.

Finally, the Committee generally met in closed session. Matters that were discussed in closed session should be regarded as confidential and should not be discussed except with members of the Governing Council and others in attendance. When the Committee moved *in camera*, attendance would of course be limited strictly to members and to individuals whose presence the Committee considered to be necessary for the discussion of a particular item.

### 2. Reports of the Previous Meetings

A member noted that Report Number 327 had incorrectly identified the location for the July 7 meeting of the Committee. The Committee Secretary undertook to make the required change.

Report Number 326 (June 29, 2000) and Report Number 327 (July 7, 2000), as amended, were approved.

### 3. Business Arising from the Reports of the Previous Meetings

There were no items of business arising from the previous meetings.

**4. Minutes of the Governing Council Meetings held on June 29 and July 7, 2000**

Members had received for information copies of the minutes of the Governing Council meetings held on June 29 and July 7, 2000.

On motion duly made and seconded

IT WAS RESOLVED

THAT, pursuant to sections 28 (e) and (f) of By-Law Number 2, consideration of agenda items 5, 6 and 7 take place *in camera*, with the three Board Chairs and Professors Finlayson and Sedra admitted to the meeting to facilitate the work of the Committee.

**5. Board and Committee Assignments – Appointment to the Executive Committee**

The Executive Committee considered two nominations by and from among the members elected by the graduate and part-time undergraduate students. Following discussion, the Committee made a recommendation to be forwarded to the Governing Council for approval.

On motion duly made and seconded

IT WAS RESOLVED

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

**6. External Appointments**

**(a) Sunnybrook and Women’s College Health Sciences Centre - Appointments**

On motion duly made and seconded

YOUR COMMITTEE APPROVED

THAT the following nominees from the Sunnybrook Health Science Centre Corporation be appointed to the Board of Directors Sunnybrook and Women's College Health Sciences Centre to complete the un-expired terms created by the resignations of Mr. Austin Beutel and Ms Linda Brent:

Ms Martha J. Tory  
Mr. Charles M. Winograd

6. **External Appointments** (cont'd.)

(b) **Ontario Institute for Studies in Education of the University of Toronto (OISE/UT):  
Advisory Board - Appointments**

On motion duly made and seconded

YOUR COMMITTEE APPROVED

THAT the following nominees from the OISE/UT Nominating Committee be approved as members of the OISE/UT Advisory Board.

Yvonne Chiu (appointment from July 1, 2000 until June 30, 2003)  
Robert Gordon (appointment from July 1, 2000 until June 30, 2003)  
David Williams (appointment from July 1, 2000 until June 30, 2003)  
Monique Landra-Sabourin (reappointment to June 30, 2001)  
Mohammed Javam (reappointment to June 30, 2001)

7. **Notice of Motion: Senior Appointment to the Governing Council Secretariat**

Mr. Charpentier noted that Section 8 of By-Law Number 2 stipulated that "The Governing Council shall appoint a Secretary of the Council and may from time to time appoint one or more Assistant Secretaries."

At its meeting of June 19, 2000, the Executive Committee had received Mr. Charpentier's oral report on a proposed new organizational and financial plan for the Governing Council Secretariat and members had indicated their support for the plan. One element of that plan was the establishment of the position of Deputy Secretary of the Governing Council.

Mr. Charpentier requested that the Executive Committee give notice of motion to amend By-Law Number 2 to enable the establishment of the position of Deputy Secretary of the Governing Council. Subject to the Committee's agreement, the Governing Council would, at its meeting of October 19, 2000, consider both the By-Law amendment and a recommendation for an appointment to the new position.

On motion duly made and seconded

YOUR COMMITTEE APPROVED

THAT, pursuant to section 76 (a) of By-Law Number 2, the Executive Committee give notice of motion: (a) to amend Section 8 of By-Law Number 2 to read that "The Governing Council shall appoint a Secretary of the Council and may from time to time appoint a Deputy Secretary and one or more Assistant Secretaries," and (b) to amend other references in By-Law Number 2 to the position of "Assistant Secretary" to refer to "Deputy Secretary or Assistant Secretary."

THE COMMITTEE RETURNED TO CLOSED SESSION.

## **8. Performance Indicators**

Professor Tuohy recalled that in 1994, the Governing Council had approved in principle a recommendation of the Broadhurst Task Force on Ontario University Accountability that standard institutional performance measures should be approved by governing boards and reported on periodically in a consistent manner. In 1997, the Governing Council had formally approved a list of institutional indicators relating to central dimensions of the University of Toronto's mission and which, to the extent possible, allowed for a comparison of performance against that of other universities. Annual reports were required. The document before members was the third annual report and, for the first time, was able to illustrate trends. She noted that some indicators had been refined and other indicators had been added, a direction which had been signalled at the time the institutional indicators had first been introduced.

Professor Tuohy highlighted various aspects of the annual report and responded to a number of questions for clarification. At the request of the Chairman, Professor Tuohy undertook to provide an introductory memorandum for the report, which would outline its highlights, as had been reported on to the Executive Committee.

On motion duly made and seconded

YOUR COMMITTEE APPROVED

THAT the Performance Indicators for Governance, dated September 2000, be included on the agenda for the September 14 meeting of the Governing Council.

The Chairman sought members' advice on the details of a presentation of the Performance Indicators to the Governing Council.

## **9. Report on Approvals under Summer Executive Authority**

The Chairman recalled that at its meeting of June 29, 2000, the Governing Council had approved the annual delegation of authority to permit the President to act on behalf of the Council during the summer months. The Governing Council had delegated authority for appointments, curriculum changes and "decisions on other matters the urgency of which does not permit their deferral until the next regular meeting of the Governing Council or its appropriate board or committee." The resolution had specified that all actions taken under this authority would be approved prior to implementation by the Chairman of the Governing Council and reported to the appropriate board or committee for information.

The Chairman drew attention to a memorandum from the Committee Secretary, which outlined the following resolutions approved under summer executive authority.

9. **Report on Approvals under Summer Executive Authority** (cont'd.)

(a) **Approvals within the terms of reference of the Executive Committee**

**Governing Council / Executive Committee Meeting Dates, 2000-01:  
Revisions**

- (a) THAT the meeting of the Executive Committee, originally scheduled for Monday, October 16, 2000 at 5:00 p.m. be moved to Friday, October 13, 2000 at 12:00 noon;
- (b) THAT the meeting of the Executive Committee, originally scheduled for Monday, March 12, 2001 at 5:00 p.m. be moved to Monday, February 26, 2001 at 5:00 p.m.; and
- (c) THAT meetings of the Governing Council, originally scheduled for Thursday, October 26, 2000 and Thursday, March 22, 2001, be moved to Thursday, October 19, 2000 and Thursday, March 8, 2001 respectively, with the meetings to begin at 4:30 p.m.

**Additional Appointments to Governing Council Committees, 2000-2001**

THAT the following appointments to Governing Council committees for 2000-2001 be approved:

Business Board:	Mr. Paul Godfrey
Elections Committee:	Ms Wendy Talfourd-Jones as Chair
Academic Appeals Committee:	Ms Lois Chiang, Acting Chair Ms Bonnie Goldberg, Acting Chair
Committee for Honorary Degrees:	Mr. Derek H. Burney Professor Eliot A. Phillipson

(b) **Approvals within the terms of reference of the Academic Board**

**Effective Date for Appointment of Planning and Budget Committee Members, 2000-01**

THAT the effective date for the appointment of members of the Planning and Budget Committee for 2000-2001 be amended from September 1, 2000 to July 1, 2000.

**Capital Project: Woodsworth College Student Residence - Users' Committee Report** (note: this item also falls within the terms of reference of the University Affairs Board)

- (i) THAT the Users' Committee Report for the Woodsworth College Student Residence (dated 18 July, 2000), a copy of which is attached to Report Number 63 of the Planning and Budget Committee as Appendix "B", proposing a 14,000 gross square meter building on site 26 on the St. George Campus, be approved in principle;

**9. Report on Approvals under Summer Executive Authority (cont'd.)****(b) Approvals within the terms of reference of the Academic Board (cont'd.)****Capital Project: Woodsworth College Student Residence - Users' Committee Report (cont'd.)**

- (ii) THAT the project cost of \$27 million be approved;
- (iii) THAT the sources of funding, a 25-year mortgage to be repaid from residence fees and an allocation from the Academic Priorities Fund, be approved; and
- (iv) THAT base funding of up to \$1,024,000 per year be allocated from the Academic Priorities Fund to Woodsworth College for a period of 8 years, the allocation to be reviewed at that time.

**Capital Project: University of Toronto at Scarborough Student Residence (Phase 4) - Users' Committee Report (note: this item also falls within the terms of reference of the University Affairs Board)**

- (i) THAT the Users' Committee Report for the Scarborough College Student Residence (dated 11 July, 2000), a copy of which is attached to Report Number 63 of the Planning and Budget Committee as Appendix "C", proposing a 7,558 gross square meter building on the Scarborough Campus be approved in principle;
- (ii) THAT the project cost of \$13.7 million be approved;
- (iii) THAT the sources of funding, a 25-year mortgage to be repaid from residence fees and an allocation from the Academic Priorities Fund, be approved; and
- (iv) THAT base funding of up to \$204,000 per year be allocated from the Academic Priorities Fund to Scarborough College for a period of 8 years, the allocation to be reviewed at that time.

**Canada Research Chairs: Strategic Research Plan**

THAT the Canada Research Chairs Strategic Research Plan, dated August 29, 2000, a copy of which is attached to Report Number 81 of the Committee on Academic Policy and Programs as Appendix "A", be approved.

**(c) Approvals within the terms of reference of the Business Board****Capital Projects: Woodsworth College Residence**

THAT the Vice-President Administration & Human Resources be authorized to expend up to \$2,500,000 for the design and site development work related to the Woodsworth Residence.

THAT the Chief Financial Officer be authorized to arrange such bridge and term financing as required, either internally or externally.

**9. Report on Approvals under Summer Executive Authority (cont'd.)****(c) Approvals within the terms of reference of the Business Board (cont'd.)****McClelland & Stewart Gift**

THAT, notwithstanding the resolution of the Governing Council, at its meeting of Thursday, June 29, authorizing the President and the Secretary of the Governing Council to execute agreements or instruments to effect the transfer of shares in McClelland & Stewart Ltd., to the University of Toronto,

the President or the Chairman of the Governing Council, and the Secretary of the Governing Council, be authorized to execute such agreements or instruments as are required to effect the transfer of three quarters of the shares of McClelland & Stewart to the University of Toronto, on terms and conditions that are essentially consistent with those set out in the attached confidential summary, those agreements and instruments to include:

- the Unanimous Shareholders' Agreement between the Governing Council of the University of Toronto, McClelland & Stewart Ltd., Random House of Canada Ltd. and First Plazas Inc.; and
- such other documents or instruments as are required.

**Faculty of Architecture, Landscape, and Design - Phase III**

THAT the Vice-President Administration & Human Resources be authorized to complete Phase III of the renovations at 230 College Street at a total cost not to exceed \$690,000.

**10. Order in Council: Appointment of Lieutenant-Governor-in-Council Appointees**

Mr. Charpentier noted that he was pleased to inform members that two new Lieutenant-Governor-in-Council appointments to the Governing Council had been approved, completing the sixteen seats available for this constituency. The new members of the Governing Council were Ms Carol Stephenson, President and CEO of Lucent Technologies Canada, and Mr. Robert S. Weiss, a co-opted lay member of the Business Board and Chair of the Audit Committee. Both Ms Stephenson and Mr. Weiss had been appointed for three-year terms, effective July 1, 2000 and continuing until June 30, 2003.

In addition, Mr. Charpentier noted that the Premier's Office had confirmed the re-appointment of Mr. John Tory for a third term, which would continue until June 30, 2003.



## **11. Report for Information**

Members had received Report Number 106 of the Business Board for information.

The Chairman noted that the University Affairs Board had held a special meeting during the summer at which it had considered two users' committee reports – both of which were included in the Report of Summer Executive Authority approvals – and had received an update on the Varsity/Devonshire/Bloor Precinct project. A copy of the Report of this meeting would be included for information in the Executive Committee's next agenda package.

## **12. Report of the President**

President Birgeneau reported briefly on the following matters.

### **(a) Introduction to members of the University community**

Since the effective date of his appointment, the President had been meeting with members of the University community, and in particular with deans and principals. He was currently in the process of meeting with departmental chairs. He had also met with representatives of the various student groups and bargaining units. Information garnered from these consultations was high informative to his understanding of the University and where further progress could be achieved. He continued that he had had two retreats with members of his senior administration to discuss current and upcoming issues.

### **(b) New Position of Vice-President, Government and Institutional Relations**

The President noted that he looked forward to the arrival of Dr. Sheldon H. Levy, the first incumbent of the newly created position of Vice-President, Government and Institutional Relations. While Dr. Levy had not yet assumed his position at the University, he had been an effective participant in one of the retreats and was actively involved in various discussions.

### **(c) Dr. Chun**

The President provided an update on this matter and noted that he would also provide a report to the Governing Council.

### **(d) Enrolment Expansion**

The University continued to make every effort to encourage the Province to reconsider its proposal for funding enrolment expansion. The President reiterated that the University's position with respect to enrolment expansion remained as previously articulated: appropriate enrolment expansion would require necessary operating, capital and student support funding. If enrolment expansion were to occur, it would occur primarily at the University of Toronto at Mississauga and the University of Toronto at Scarborough. Enrolment expansion, with adequate funding, was an incredible opportunity for these campuses to further define their distinctive roles. The President commended the work of President Emeritus Prichard and Provost Sedra on this critical issue.

In response to a member's query, Provost Sedra reported that, in response to the Ontario Ministry of Training, Colleges and Universities' request for detailed plans for enrolment growth, the University had made a submission, guided by the planning documents: *Raising Our Sights: the Next Cycle of White Paper Planning - Key Priorities for 2000-2004* and

**12. Report of the President** (cont'd.)**(d) Enrolment Expansion** (cont'd.)

*Framework for Enrolment Expansion at the University of Toronto*, both of which had been endorsed by the Governing Council. He believed the University's projected targets were in line with Government expectation for enrolment expansion. The submission had clearly articulated the University's expectations and the conditions upon which they could be realized.

President Birgeneau and Provost Sedra briefed members on some of the University's strategies with respect to enrolment expansion in comparison with other Ontario universities. The President concluded his remarks by noting that the next five-year period would be an extraordinary challenge for the University.

**(e) Campaign**

President Birgeneau had met with the Campaign Chair, Mr. Anthony Comper, and Dr. Jon Dellandrea to review the status of the University's campaign. The President emphasized that increased resources were a crucial element in ensuring that the University of Toronto would be able to compete effectively at the international level.

**(f) Research Overhead**

There had been major new infusions of funding at both the provincial and federal levels with respect to research, including the Canada Research Chairs Program. The University continued to advocate that there should be reimbursement to the University of the indirect costs of federally and provincially sponsored research. The President had noted that examples of world-class research facilities located in the United States were made possible only when research overhead funding was provided.

**(g) Consultations with Government officials**

President Birgeneau's consultations with various Government officials had included meetings with The Honourable Dianne Cunningham, Minister of Training, Colleges and Universities, Mr. Robert Christie, the then Deputy Minister, Ministry of Training, Colleges and Universities (MTCU), and various other senior officials. Recent changes to the Deputy Minister portfolios had brought Mr. Kevin Costante to MTCU. The President indicated that he already had had a conversation with the new Deputy Minister and he would be meeting with him soon.

**13. Date of Next Meeting**

The Chairman reminded members of the Committee's next meeting on Friday, October 13, 2000, at 12:00 noon.

**14. Other Business****(a) Request to Address the Governing Council**

The Committee considered a request from a non-member to address the next meeting of the Governing Council. Following discussion, the Committee re-iterated that requests should be sufficiently well-developed to allow the Committee to make an informed decision on the request. The Committee determined that the request not be granted at this time and that the Secretary of the Governing Council request a brief description of the topic the individual intended to cover. The Committee would consider the additional information at its next meeting.

**(b) Meeting of the Governing Council to be held at the University of Toronto at Scarborough**

The Chairman noted that one of the Governing Council's 2000-2001 meetings would be held at the University of Toronto at Scarborough. Members of the Council would be notified as soon as the meeting had been designated.

The meeting adjourned at 7:50 p.m.

---

Secretary

September 7, 2000

---

Chairman