

UNIVERSITY OF TORONTO
THE GOVERNING COUNCIL
REPORT NUMBER 365 OF
THE EXECUTIVE COMMITTEE

Friday, September 5, 2003

To the Governing Council,
University of Toronto.

Your Committee reports that it held a meeting on Friday, September 5, 2003 at 12:00 noon in the Boardroom, Simcoe Hall, with the following members present:

Dr. Thomas Simpson (In the Chair)
Professor Robert J. Birgeneau, President
Dr. Robert Bennett
Professor Philip H. Byer
Ms Susan Eng
Mr. Michael Foderick
Professor Ian McDonald
Professor Michael Marrus
Mr. John F. (Jack) Petch
Ms Rose Patten (via telephone)

Dr. Joseph Rotman
Mrs. Susan M. Scace

Non-Voting Member:

Mr. Louis R. Charpentier

Secretariat:

Ms Cristina Oke

Regrets:

Mr. Mohammed Hashim
Ms Karen Lewis

In Attendance:

Mr. Muhammad B. Ahmad, Chair, University Affairs Board
Professor W. Raymond Cummins, Chair, Academic Board
Ms Jacqueline Orange, Chair, Business Board
Professor Shirley Neuman, Member, Governing Council and Vice-President and Provost
Mr. Felix Chee, Vice-President, Business Affairs
Dr. Beata FitzPatrick, Assistant Vice-President and Director, Office of the President
Professor Angela Hildyard, Vice-President, Human Resources
Professor Carolyn Tuohy, Vice-President, Policy Development and Associate Provost

Vary the Agenda

On motion duly moved and seconded, the agenda was varied to allow consideration of Performance Indicators at the beginning of the meeting, followed by the Report of the President.

1. Chair's Remarks

The Chair welcomed new and continuing members to the first meeting of the Committee for the 2003-2004 academic year.

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

The Chair invited comments concerning the Orientation that had been held on September 3, 2003. A member commented on the effectiveness of the retreat, especially with respect to the clear articulation of expectations with respect to the responsibilities of members of Council during this governance year.

The Chair reminded members that the statutory role of the Executive Committee had been outlined at the retreat. In his opinion, the Executive Committee fulfilled that role reasonably well. The Chair then described two important roles in which, in his view, the Committee should be doing a better job. The first was to be a sounding board for the President; the second was to provide consistent leadership for governance.

The Chair recalled that, in the early days of the current governance system, the President had selected governors whom he trusted to form Presidential Advisory Committees. By mutual agreement, the Executive Committee had assumed this role in the past. However, in recent years, the Executive Committee had lost the trust of the President after instances in which members of the Executive had disclosed information to the public that had been received in closed session of the Committee meeting, and occasions on which members of the Executive had disclosed information received *in camera* to other governors.

The Chair noted that members of the Executive Committee had failed to provide leadership for governance when they moved motions at the Governing Council that challenged the decisions made by the Executive with respect to agenda setting and rules and procedures. The Chair expected that members of the Executive Committee would engage in open and frank discussions *in camera* during Committee meetings, but, once the debate had concluded, members would accept and support the decision of the group. Since the Executive Committee did not normally discuss the substance of a motion going forward, members would be free to debate and dissent on the content of substantive motions at the Governing Council meeting.

The Chair asked members of the Executive Committee whether they wished to take up the roles that had been described.

A member commended the Chair for addressing this issue, and stated that, if any member could not accept the roles as described, the member should resign from the Executive Committee. Members were obliged to accept this framework as part of their fiduciary responsibility, otherwise the Executive Committee could not do its job. Several members expressed their agreement with the member's statements.

1. Chair's Remarks (cont'd)

A member noted the importance of providing sufficient time for debate within the Executive Committee, to allow all opinions to be heard, and that the importance of a frank exchange of views underscored the need to respect confidentiality.

A question was raised concerning the consequences of a breach of confidentiality by a member who had signed the confidentiality form. The Chair reiterated the sense of members that a member who breached confidentiality would be expected to resign from the Committee. A member suggested that this expectation should be extended to members of the Governing Council.

A member asked for clarification of what information could be discussed. The Chair reminded members that the Report of the meeting provided a guide to what decisions and discussion are in the public domain. Members of the Committee may tell other members of the Governing Council what they thought of any issue discussed at the meeting, or what they said at the meeting, but may not discuss with the public any discussion other than that reflected in the Report of the meeting. A member remarked that it would be prudent to wait until the Report of the meeting had been issued before discussing the meeting with other governors. The Chair reminded members that a motion to move *in camera* could be made at any time during a meeting of the Executive Committee. It was suggested that, if members of the Executive Committee were unclear about what could be discussed with non-Committee members, they should contact the Secretary of the Governing Council for advice.

A member suggested that the Executive Committee could refine the complexity of material that came from the Boards to allow more focused discussion at the Governing Council. Another member suggested that the Executive Committee should keep in mind, when setting the agenda for the Governing Council, the previous debate on items going forward, to avoid the duplication of Board and Committee discussions at the Governing Council.

It was duly moved and seconded

THAT members of the Executive Committee agree in principle on the principles of confidentiality as discussed.

The motion was withdrawn.

Members of the Executive Committee indicated their agreement with the principles of confidentiality that had been discussed. Several members felt that a formal motion to that effect was not necessary, or, that the wording of such a resolution should be considered in more detail. The Chair agreed to take the proposal for a formal motion of support for the principles of confidentiality under advisement, and noted that the real test for the Executive Committee was to re-earn trust of the senior administration over the course of the coming year.

2. Performance Indicators

At the invitation of the Chair, Professor Tuohy introduced the Annual Report of Performance Indicators for Governance. She informed members that her presentation to the Governing Council would include the following:

- A review of the Performance Indicators organized by international comparisons, national comparisons and trends over time;
- Description of the new measurements included in this report, such as student satisfaction, scholarly awards, financial health;
- Discussion of benchmarks in the Academic Plan.

Professor Tuohy welcomed advice from members of the Executive Committee concerning the presentation to the Governing Council. A member asked whether tuition levels were mentioned in the report. Professor Tuohy replied that this report was intended to measure performance, rather than to describe basic facts like particular levels of funding, tuition, etc. The publication *Facts and Figures* included comprehensive information about tuition in the University's academic divisions.

A member suggested that the presentation focus on what the key indicators meant for the University, and that the cover memo identify areas in which governors might wish to focus their attention.

On motion duly made and seconded

YOUR COMMITTEE APPROVED

THAT the Performance Indicators for Governance Annual Report, dated September 2003, be included on the agenda for the September 18 meeting of the Governing Council.

3. President's Report

The President reported on a variety of issues.

(a) Provincial Election

The President reported that members of the senior administration have had ongoing discussions about post-secondary education issues with key members of the major provincial political parties. Vice-President Sheldon Levy was the University's chief strategist. The President welcomed assistance from members of the Governing Council in advocating on behalf of support for post-secondary education.

3. President's Report (cont'd)**(b) "State of the Union"****i. New Academic Year**

The President reported that he had participated in sixteen large-scale welcomes to new students, and that the atmosphere on campus was positive and upbeat. The University had accepted 10,000 students directly from high school. Invited to comment, Professor Neuman commended the extraordinary work done by registrarial and college staff in preparing for the new academic year and ensuring readiness for Tuesday, September 3. Residence spaces were available to all students who had requested one, and there had been no complaints about being unable to register in first-year courses.

ii. Federal Relations

The President reported that federal initiatives of the past year had been of significant benefit to the University, including the provision of funds for indirect costs of research, the increase in funding to federal granting agencies, and the creation of the Canadian Graduate Fellowship program.

iii. Provincial Relations

The President reported that the University was receiving full funding for all new students in the double cohort. The University continued to make the case for inflationary protection in provincial operating grants. The University expected to receive approximately \$140 million from the second round of the Ontario Students' Opportunity Trust Fund (OSOTF). This matching program would result in an additional \$280 million in financial aid for University of Toronto students.

iv. Capital Projects

The President highlighted several capital projects that were in progress or nearing completion on the St. George Campus, including:

- the new New College and 89 Chestnut residences, which had opened successfully;
- the Woodsworth residence, which was nearing completion;
- the relocation of Rehabilitation Sciences to 500 University Avenue, a facility which was about to have its formal opening;
- the Centre for Cellular and Biomolecular Research (CCBR);
- the Leslie Dan Pharmacy Building;
- Walkways between King's College Circle and St. George Street;
- the opening of King's College entrance way;
- the consolidation of humanities departments in the Medical Arts Building;
- the ongoing challenge of the Varsity site.

3. President's Report (cont'd)**v. Budget**

The President noted that, in spite of an additional \$120 million in the operating budget, an amount equivalent to the operating budget of the Faculty of Arts and Science, the University still faced budget challenges.

vi. Academic Plan

The President informed members that the draft academic plan would be discussed by Principals and Deans on September 15. He noted that the tri-campus administrative structures that were being implemented ensured that the University of Toronto at Mississauga (UTM) and the University of Toronto at Scarborough (UTSC) were full partners in the University of Toronto's ambitions.

The President indicated that senior academic administrators were working with Department Chairs to strengthen tenure processes, and that the quality of tenure files had improved over the past year.

The President commented that one of the ongoing challenges facing the University was the student - faculty ratio, which was 30:1 at the University of Toronto, compared to 20:1 at top-ranked public universities in the United States and 5:1 at private universities in the United States. The University needed to find a way to reduce this ratio as part of the academic plan.

vii. Campaign

The President reported that the Campaign continued to do well, and that the University was nearing its goal of \$1 billion.

(c) Report on Power Blackout

At the request of the President, the Provost reported on the effects of the blackout on the University. Professor Neuman informed members that there had been a modest disruption to examinations as a result of the blackout of August 14 and 15. Twenty-one exams affecting 1,200 students were cancelled and rescheduled to August 25. The University closed on August 15.

In response to the request from the provincial government to conserve energy, the University undertook a number of conservation activities. Air conditioning was reduced, one-half of the elevators in the University were closed, and non-essential lights and computers were turned off. By the end of the week, to help avert rolling black-outs, the University had achieved a 50% reduction in power usage by the above measures, and by closing some buildings, such as the Robarts Library, at 4:00 p.m.

3. President's Report (cont'd)

(c) Report on Power Blackout (cont'd)

Professor Neuman acknowledged the co-operation of faculty and staff in achieving these reductions. She also acknowledged the superb work done by the University of Toronto police, and by the staff of Facilities and Services under the leadership of Cathy Riggall, Assistant Vice-President, Facilities and Services.

In light of the commitment and success of the University's work during this period, a member expressed a hope that some of the power conservation initiatives would be adopted on a permanent basis.

THE COMMITTEE MOVED *IN CAMERA*.

(d) Personnel Matters

The President and Professor Hildyard briefed members on two personnel matters.

4. Senior Appointment

On motion duly moved and seconded

YOUR COMMITTEE RECOMMENDED

THAT the recommendation contained in the Memorandum from the Vice-President and Provost, dated August 7, 2003, be approved by the Governing Council,

and

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

5. External Appointment

(a) Ontario Institute for Studies in Education of the University of Toronto (OISE/UT) Advisory Board

On motion duly moved 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.

Diana Anstead	Trustee Organization	July 1, 2003-June 30, 2004
Ruth Bauman	Teacher Organization	July 1, 2003-June 30, 2006
Yvonne Chiu	Professional Community	July 1, 2003-June 30, 2006
Robert Gordon	CAAT	July 1, 2003-June 30, 2006
Monique Landry-Sabourin	Professional Community	July 1, 2003-June 30, 2006
Anne Solomon	Student	July 1, 2003-June 30, 2004

THE COMMITTEE RETURNED TO CLOSED SESSION.

6. Report of the Previous Meeting

Report Number 364 of the Executive Committee meeting held on June 26, 2003 was approved.

7. Business Arising from the Report of the Previous Meeting

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

8. Minutes of the Governing Council Meeting held on June 26, 2003

Members received for information copies of the minutes of the Governing Council meeting held on June 26, 2003.

9. Business Arising from the Governing Council Meeting

The Chair noted that the following notice of motion had been given at the June 26 meeting of the Governing Council:

THAT the University of Toronto discontinue the use of the LSAT as an admission requirement to the Faculty of Law.

The Chair reminded members that admission requirements were determined at the divisional level and, in governance, at the Committee on Academic Policy and Programs. This motion was therefore not a matter that should be considered by the Governing Council.

9. Business Arising from the Governing Council Meeting (cont'd)

On motion duly moved and seconded

YOUR COMMITTEE APPROVED

THAT no further action be taken with respect to the following notice of motion:

THAT the University of Toronto discontinue the use of the LSAT as an admission requirement to the Faculty of Law.

10. Report on Approvals under Summer Executive Authority

The Committee received a report on approvals made under Summer Executive Authority, indicating that the following resolutions had been approved:

(a) Approvals within the terms of reference of the Academic Board

Program Name Change – Human Development and Education Program to Developmental Psychology and Education Program

THAT the name of the Human Development and Education Program of the Department of Human Development and Applied Psychology be change to the Developmental Psychology and Education Program, effective September 2003.

Program Change – Clinical Epidemiology M.Sc., Program, non-thesis stream – Department of Health Policy, Management and Evaluation

THAT the proposal for a non-thesis stream in the Clinical Epidemiology M.Sc., Program, as described in the submission by the School of Graduate Studies, effective September 2003, be approved

Enrolment Growth Fund: Allocation for Purchase of 3057 Mississauga Road North

THAT \$1 million be allocated from the Enrolment Growth Fund to fund the purchase of 3.02 acres of property at 3057 Mississauga Road North in Mississauga

Capital Project: Open Space Plan, King's College Circle Precinct, Phase I – Additional Funding

THAT the proposed increase in the scope of the King's College Circle, Phase I project, to enhance the quantity of yard walls and increase the amount of trees and plants to be installed, be approved, at a cost of \$700,000, increasing the budget for Phase I from \$4.6 to \$5.3 million, with sources of funding as follows:

Faculty of Applied Science and Engineering	\$200,000
Donations received	\$500,000

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

(b) Approvals within the terms of reference of the Business Board

Property: Acquisition of 3057 Mississauga Road North.

THAT the offer to purchase 3.02 acres of property at 3057 Mississauga Road North in Mississauga, and the building on that property, for an amount not to exceed \$1 million, be approved, and

Capital Project: Open Space Plan, King's College Circle Precinct, Phase I – Execution

THAT the Vice-President, Business Affairs be authorized to complete the execution of the King's College Circle, Phase I project, at a cost not to exceed \$5.3 million.

(c) Approvals within the terms of reference of the University Affairs Board

Appointment of Chief Returning Officer

THAT Ms. Cristina Oke be appointed Chief Returning Officer effective August 5, 2003.

11. Report on Namings

The Committee received for information a report on namings approved by the Naming Committee and by the President for the period September 2002 through August 2003. This report is attached hereto as Appendix "A".

12. Calendar of Business

The Committee received for information the Calendar of Business for the Executive Committee for 2003-04. The Chair noted that two special committees would be established in this governance year: one to review the election process for alumni governors and the Chancellor and one to conduct a mid-term review of the University Ombudsperson. A member suggested that, at the Governing Council meeting of September 18, 2003, the Chair highlight the critical issues facing the Council in the year ahead. It was also suggested that the Chair circulate a memorandum reminding members of the Council of the importance of the Calendar of Business.

13. Items for Information

The Committee received for information Report Number 127 of the Business Board.

14. Date of the Next Meeting

The Chair reminded members that the next meeting of the Executive Committee was scheduled for Monday October 20, 2003 at 5:00 p.m.

The meeting adjourned at 2:25 p.m.

Secretary
September 10, 2003

Chair

Appendix “A”

**Approved by the Committee on Namings
September 2002 to August, 2003
(in alphabetical order)**

Associates of the University of Toronto Director of the Centre for the Study of the U.S.
Martin Barkin Chair in Urological Research
Brazilian Ball Chair in Cardiology at St. Michael's Hospital
M. Qasim Choksi Chair in Vision Research at the Hospital for Sick Children.
Corus Entertainment Chair in Communications Strategy at the Joseph L. Rotman School of Management
Dr. Earl Glenwood Coulson Chair in Interventional Radiology at the HSC
Mira Godard Chair in Vision Research at the Hospital for Sick Children
F. Marguerite Hill Chair in Academic Women's Medicine at Sunnybrook and Women's C. H. Sciences Centre
Charles H. Hollenberg Chair in Medicine
Jackman Professorship in the Arts and the Jackman Program for the Arts in Faculty of Arts and Science
Michael and Sonja Koerner Distinguished Visitor in Composition in the Faculty of Music
Murray B. Koffler Chair in Pharmacy Management
Harold and Shirley Lederman Chair in Palliative Care, Psychosocial Oncology at Princess M. Hosp.
Morrison Hall
National Bank Financial Professorship in Capital Markets
Philip S. Orsino Chair in Leukemia Research at Princess Margaret Hospital
Robert and Dorothy Pitts Chair in Acute Care and Emergency Medicine at St. Michael's Hospital
E.J. Pratt Professor in Canadian Literature in the Dept. of English
Sandra Rotman Chair In Health Sector Strategy - renaming
Smith & Nephew Chair in Orthopaedic Surgery Research at the U of T and UHN
Anne Tanenbaum Chair in Development and Molecular Biology at Mount Sinai Hospital
Tyco Chair in Minimally Invasive Surgery at UHN
John H. Watson Chair in Value Investing
John and Mary A. Yaremko Programme in Multiculturalism and Human Rights

**Approved by the President
September 2002 to August, 2003**

Altima Dental Centres Student Services Area
John Bousfield Distinguished Visitor in Planning
George Danyliw Lecture
William Doo Auditorium
PCL Seminar Room
E. Mark Perri Memorial Garden
RioCan Real Estate Investment Trust Professorship in Real Estate and Urban Economics
State Farm Companies Foundation Classroom
Alex and Nancy Williams Lecture Room