

UNIVERSITY OF TORONTO
THE GOVERNING COUNCIL
REPORT NUMBER 384 OF
THE EXECUTIVE COMMITTEE
Thursday, January 27, 2005

To the Governing Council,
University of Toronto.

Your Committee reports that it held a meeting on Thursday, January 27, 2005 at 5:00 p.m. in the Boardroom, Simcoe Hall, with the following members present:

Ms Rose M. Patten (In the Chair)
Mr. John F. (Jack) Petch, Vice-Chair
The Honourable Frank Iacobucci, Interim
President

Ms Susan Eng
Dr. Shari Graham Fell
Ms Françoise Dulcinea Ko
Mr. Ari Kopolovic
Professor Michael R. Marrus
Mr. Timothy Reid

Professor Arthur S. Ripstein
Professor Barbara Sherwood Lollar

Non-Voting Member:

Mr. Louis R. Charpentier

Secretariat:

Ms Cristina Oke

Regrets:

Mr. Brian Davis
The Honourable William G. Davis
Mr. Robert S. Weiss

In Attendance:

Dr. Robert M. Bennett, Chair, University Affairs Board and member of the Governing Council
Professor W. Raymond Cummins, Chair, Academic Board and member of the Governing Council
Professor Vivek Goel, Vice-President and Provost and member of the Governing Council
Ms Catherine Riggall, Vice-President, Business Affairs
Dr. Beata FitzPatrick, Assistant Vice-President and Director, Office of the President

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 1 and 2 take place *in camera*, with the Board Chairs and Vice-Presidents admitted to facilitate the work of the Committee.

1. Senior Appointments

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED

To the Governing Council for consideration the recommendations for two senior appointments.

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

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

2. External Appointments

(a) OISE/UT Advisory Board

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

THAT the following individuals be appointed to the OISE/UT Advisory Board for terms beginning as noted and ending as noted or until replacements are appointed:

Robert Christie	July 1, 2004 to June 30, 2006
Aryeh Gitterman	July 1, 2004 to June 30, 2006
Jamie Toguri	July 1, 2004 to June 30, 2006

(b) McLaughlin Centre

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

THAT Presidents Emeriti George E. Connell and Robert J. Prichard be reappointed to the McLaughlin Committee for three-year terms, effective immediately until October 24, 2007 or until their successors are appointed.

(c) University Health Network

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

THAT Professor Diane Doran be appointed to the Board of the University Health Network effective immediately and continuing until August 31, 2005, or until her successor is appointed.

2. External Appointments (cont'd)**(d) University of Toronto Asset Management Corporation: Appointment of Members and Directors,**

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

THAT Mr. W. David Wilson be approved and nominated as a member and director of the University of Toronto Asset Management Corporation with a term continuing until the 2005 annual meeting of the corporation and until his successor is appointed.

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

THAT the following individuals be approved and nominated as members and directors of the University of Toronto Asset Management Corporation for one-year terms until the 2006 annual meeting of the Corporation or until their successors are appointed.

Ira Gluskin (Chair)
Joseph L. Rotman (Vice Chair)
Felix P. Chee (*ex officio*)
William E. Hewitt
The Honourable Frank Iacobucci (*ex officio*)
Eric F. Kirzner
Anthony R. Melman
Robert W. Morrison
James J. Mossman
Catherine J. Riggall (*ex officio*)
Thomas H. Simpson
W. David Wilson

THE COMMITTEE RETURNED TO CLOSED SESSION.

3. Presidential Search: Update from the Chair

The Chair reminded members that frequent updates of milestones in the search process were being provided to the University community. She stated that the Presidential Search Committee was strong in every significant way. Members were working well individually and collectively, and would not be overly-reliant on the search consultants. The position specification had been broadly distributed, and the nomination period was about to close, although nominations would be considered until a candidate had been selected. The Committee was working on weekends, and was moving along on schedule.

The Chair informed members that a context paper was being prepared. This document contained factual information about the University and reflected the

3. Presidential Search: Update from the Chair (cont'd)

consultations that had been held by the Search committee. The context paper would be used with candidates, and would be distributed to members of the Executive Committee and the Governing Council at an appropriate time.

A member asked about the timelines of the work of the Search Committee. The Chair replied that the Committee had not set a fixed date, but the Interim President had agreed to serve until June 30, 2005.

4. Report of the Previous Meeting

The Chair indicated that a corrected copy of Report 383 had been distributed to members. She explained that some of the constituencies of the appointees to the OISE/UT Advisory Board had been incorrect in the version of Report 383 that had been circulated to the Governing Council in December.

Report 383 of the Executive Committee meeting held on December 2, 2004 was approved as corrected.

5. Business Arising from the Report of the Previous Meeting

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

6. Minutes of the Governing Council Meeting held on December 16, 2004

Members received for information the minutes of the Governing Council meeting held on December 16, 2004.

7. Business Arising from the Governing Council Meeting

The Chair noted that there was one item of business arising from the meeting of the Governing Council. A member had requested a private response to her question concerning the process for a member of the Governing Council to review contracts entered into by the University. The Secretary had sent a written response to the member.

8. Report of the President**(a) Postsecondary Review (Rae Review)**

The President reported that he had been present at two meetings with the Honourable Bob Rae. In December, the President and Professor Tuohy, Vice-President, Government and Institutional Relations, had presented the University of Toronto's position to Mr. Rae and members of his senior staff. In January, the Honourable Bob Rae had met with Executive Heads of the Council of Ontario Universities (COU) to brief them on his tentative thinking on various issues.

(b) The University's Advocacy Efforts

The President indicated that members of the Task Force on Rae Advocacy had set actions and timelines for the University's advocacy efforts. The leadership of the University would be reaching out to friends and supporters of the University with key

8. Report of the President (cont'd)**(b) The University's Advocacy Efforts (cont'd)**

messages. The President described the appearance that he and Professor Tuohy had made at the Standing Committee on Finance. He noted that the book containing the proceedings of the conference *Taking Public Universities Seriously* would be published on February 3, 2005.

(c) In Camera Briefing

THE COMMITTEE MOVED *IN CAMERA*.

The President briefed members on several issues.

THE COMMITTEE RETURNED TO CLOSED SESSION.

(d) Campus Police

Ms Riggall provided an update on the issuance of retractable batons to campus police. Final approval had now been received. Before being issued a baton, each officer would be required to receive training in the appropriate use of force. A member encouraged the University to take the opportunity of being proactive in providing exemplary training, building on the excellence of the special constable program.

The President referred to the damage done during the invasion of his office in December, and stated that, in his view, campus police had been placed in a dangerous situation without protective equipment. Professor Goel observed that campus police officers worked hard to take non-confrontational approaches to difficult situations.

9. Items for Endorsement and Forwarding to Governing Council**(a) Policy for Assessment and Review of Academic Programs and Units**
(Arising from Report Number 132 of the Academic Board (January 13, 2005))

Professor Cummins reported that members of the Board had been informed that this Policy had been approved unanimously by the Committee on Academic Policy and Programs. A Board member had suggested that an evaluation of student life be included as an element of a unit's self-study.

A member suggested that the number of scholarships applied for, and the reasons for leaving a program of graduate studies, be added as elements of a unit's self-study.

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED

to the Governing Council for consideration the recommendation

THAT the Policy for Assessment and Review of Academic Programs and Units, a copy of which is attached to Report 132 of the Academic

9. Items for Endorsement and Forwarding to Governing Council**(a) Policy for Assessment and Review of Academic Programs and Units (cont'd)**

Board as Appendix “A”, be approved effective for proposals submitted as of September, 2005 and for reviews that will be conducted after September, 2005, be approved.

(b) School of Graduate Studies: Proposed In-Program Master of Philosophy (M.Phil) Degree

Professor Ray Cummins reported that members of the Academic Board had been informed of the lengthy discussion of the proposal at the Committee on Academic Policy and Programs, and of the fact that the Committee members had been divided on this proposal. The President of the Graduate Students' Union (GSU) had spoken in support of the proposal at the Board meeting. There had been a full discussion at the Board, with members expressing a variety of views. The motion had passed by a substantial majority.

A member asked why the degree would not be retroactively available to those who had completed a Ph.D. in the same way that the J.D. degree was made available to those who had an LL.B. It was noted that the J.D. degree had replaced the LL.B. degree, whereas the M. Phil. would be a new degree.

A member observed that, if this proposed degree were approved, the University would be leading the way in Canada for such a degree.

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED

to the Governing Council for consideration the recommendation

THAT the proposal from the School of Graduate Studies for an In-Program Master of Philosophy Degree, a copy of which is attached to Report 132 of the Academic Board as Appendix “B”, be approved.

Members considered a request from Mr. Mahadeo Sukhai, President of the Graduate Students' Union to speak to this agenda item at the Governing Council meeting on February 10. His remarks would have a different focus from those made at the January 13 meeting of the Academic Board. Following discussion, it was agreed that Mr. Sukhai be given three minutes to speak to this item at the Governing Council meeting.

(c) Capital Plan: November 2004 to December 2010

Professor Cummins advised members that the Capital Plan had been summarized by the Provost in a Powerpoint presentation to the Academic Board. The Chair of the Planning and Budget Committee had reported that, after a lengthy discussion, the motion had been passed unanimously by the Committee. At the Board, questions had been raised concerning student space. The motion had been passed by an overwhelming majority.

9. Items for Endorsement and Forwarding to Governing Council (cont'd)**(c) Capital Plan: November 2004 to December 2010 (cont'd)**

Speaking on behalf of the Chair of the Business Board, Professor Ripstein informed members that, while the Business Board was not responsible for the determination of priorities for capital projects, it had had a very strong interest in the financial context for individual project proposals and in the use of the University's borrowing capacity. Professor Goel's presentation of the proposed Capital Plan to the Business Board had been received with great interest. Questions had been raised concerning priority setting for capital projects: research versus teaching, the sciences versus other areas of importance in dealing with major human problems, and the question of priority for a student centre.

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED

to the Governing Council for consideration the recommendation

1. THAT the University of Toronto *Criteria for the Selection of Capital Projects* as defined in Section 2 of the Capital Plan, a copy of which is attached to Report Number 132 of the Academic Board as Appendix "C" be approved, superceding the Report entitled *December 2001 – Capital Plan for Buildings and Projects in Excess of \$2 million* approved by the Governing Council on February 14, 2002.
2. THAT an updated Capital Projects List as described in Section 4 of the Capital Plan be tabled at the appropriate Governing Council Board or Committee meeting at which approval is sought, pursuant to the *Policy on Capital Planning and Capital Projects*, for a capital project.

(d) Capital Project: University of Toronto at Scarborough - Electrical and Mechanical Upgrades Phase 3: Cooling Towers: Project Planning Report

Professor Cummins reported that members of the Academic Board had been informed that the upgrading of the cooling towers had provided an opportunity to bring together all the aspects of the infrastructure upgrades at the University of Toronto at Scarborough (UTSC). No questions had been raised at the Board.

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 Electrical and Mechanical Infrastructure Upgrades at the University of Toronto at Scarborough, Phase 3 Mechanical: Cooling Towers, a copy of which is attached to Report Number 132 of the Academic Board as Appendix "D", be approved in principle.

9. Items for Endorsement and Forwarding to Governing Council (cont'd.)**(d) Capital Project: University of Toronto at Scarborough - Electrical and Mechanical Upgrades Phase 3: Cooling Towers: Project Planning Report (cont'd)**

2. THAT the project scope, consisting of the replacement of the existing cooling towers by new units and appropriately designed screens, be approved at an estimated total project cost of \$2,515,000 to be funded from the following sources:
 - i) A cash contribution in the amount of \$1,218,166 from the 2004-05 operating budget of the UTSC.
 - ii) A cash contribution in the amount of \$500,000 from the 2005-06 operating budget of the UTSC.
 - iii) Deferred Maintenance Funds allocation to UTSC in 2005-06 in the amount of \$596,834.
 - iv) Facilities Renewal Program allocation 2005-06 in the amount of \$200,000.

(e) Academic Initiatives Fund (AIF): Allocations

Professor Cummins stated that members of the Academic Board had been informed that the allocation decisions had been based on advice from a Review Committee, which had included Principals, Deans, Vice-Presidents and Vice-Provosts. Concerns had been raised at both the Planning and Budget Committee and the Academic Board about the use of AIF allocations for debt relief. At the Board, the motion had been passed by an overwhelming majority.

On motion duly moved and seconded,
YOUR COMMITTEE ENDORSED AND FORWARDED
to the Governing Council for consideration the recommendation

THAT the First Round of Academic Initiative Funds, a copy of which is attached to Report Number 132 of the Academic Board as Appendix "E", be allocated as per the table (Appendices 3 and 4) attached to the Memorandum from the Vice-President and Provost dated November 30 for December 7, 2004.

(f) Canada Research Chairs Fund: Allocations

Professor Cummins observed that members of the Academic Board had been informed that this allocation was a routine annual item. No questions had been raised.

On motion duly moved and seconded,
YOUR COMMITTEE ENDORSED AND FORWARDED
to the Governing Council for consideration the recommendation

9. Items for Endorsement and Forwarding to Governing Council (cont'd.)**(f) Canada Research Chairs Fund: Allocations (cont'd)**

THAT \$3.8m be allocated from the Canada Research Chair Fund to cover salaries, benefits, research allowances and cluster support for the nineteen Chairholders approved during the 2003 competitions.

THAT \$1.24m (\$1.4m less \$.16m indirect cost of 16% of salaries and benefits) be allocated to the Faculty of Medicine in support of nine campus based Chairholders that were awarded in 2004.

THAT \$1.627m (\$1.7m less \$72,857 indirect cost of 6% of salaries and benefits) be allocated to the Faculty of Medicine in support of the twelve Chairholders based in Hospital and Research Institutes that were awarded in 2004.

(g) Policy on Crisis Preparedness and Response

(Arising from Report Number 125 of the University Affairs Board (January 18, 2005) and Report Number 138 of the Business Board (January 17, 2005))

Dr. Bennett explained that the proposed Policy on Crisis Preparedness and Response would empower the Crisis Manager, appointed by the President, with full authority to make and implement decisions in crisis situations. The Policy would establish priorities in responding to crises: the safety of people, the limiting or containing of damage, the assurance of clear communication, and the restoration of academic and research operations. The Crisis Manager would establish response teams with the expertise and authority needed to deal with each situation. All University divisions would be required to prepare emergency and business-continuity plans.

Speaking on behalf of the Chair of the Business Board, Professor Ripstein reminded members that, since the Business Board was responsible for safety matters as well as personnel policy for administrative staff, it had also received a presentation on this policy from Professor Hildyard.

The Board had been assured that this policy would not be applied in ignorance of the other policies intended to protect human rights. The administration would be required, even in a crisis situation, to take into account the Statement of Institutional Purpose, the Statement on Freedom of Speech, the Statement on Human Rights and other policies. The Board had also been assured that there would be ample training in crisis response including, if appropriate, simulations of crisis situations. The Business Board therefore concurred with the recommendation of the University Affairs Board that the Policy on Crisis Preparedness and Response be approved.

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED

to the Governing Council for consideration the recommendation

THAT the Policy on Crisis Preparedness and Response, a copy of which is attached to Report 125 of the University Affairs Board as Appendix "A", be approved.

9. Items for Endorsement and Forwarding to Governing Council (cont'd.)**(h) College of Electors: Constitution – Revisions**

Dr. Bennett explained that this proposal had arisen from the work of a Special Committee that had been established by the Executive Committee. The College of Electors was an assembly of alumni, elected by divisional alumni associations. The College, acting on behalf of the alumni, was responsible for the election of the Chancellor and of the alumni members of the Governing Council.

The proposed changes to the Constitution dealt primarily with the process for electing the Chancellor. The College's expanded Executive Committee would be called a Search Committee for Chancellor, and it would act in the same manner as other senior search committees in the University. The Search Committee would secure the consent of the nominee before bringing the name forward to the full College. The Chancellor was permitted, under the *University of Toronto Act*, to serve a maximum of two, three-year terms. The constitution now provided for a review process of an incumbent who was eligible for re-election. The process would be initiated well in advance of the re-election.

The proposed revisions also included updating of the names of offices and the titles of officers, and the removal of references to obsolete means of communication technology.

Dr. Bennett observed that the Special Committee to Review the Election of the Chancellor and Alumni Governors had made other recommendations. The University Affairs Board had been informed that the recommendation to revise the composition of the College of Electors had been deferred. Other recommendations did not require constitutional amendments and would be implemented by the College. Dr. Bennett commented that he was personally pleased with the wisdom of these decisions.

On motion duly moved and seconded,

YOUR COMMITTEE ENDORSED AND FORWARDED

to the Governing Council for consideration the recommendation

THAT the proposed amendments to the Constitution of the College of Electors, a copy of which is attached to Report 125 of the University Affairs Board as Appendix "B", be approved.

10. Institute for Human Development, Life Course and Aging: Name Change

Professor Cummins reported that members of the Academic Board had been informed that the Institute proposed to re-focus its current mission and place less emphasis on child development and more on life course and aging. No questions had been raised.

On motion duly moved and seconded,

YOUR COMMITTEE CONFIRMED THE DECISION OF THE
ACADEMIC BOARD

THAT the Institute for Human Development, Life Course and Aging change its name to the Institute for Life Course and Aging, effective September 2005.

11. Undergraduate Program Review Audit Committee – Report of the Auditors

Professor Cummins explained that this was the first Report of the Undergraduate Program Review Audit Committee that had been received by the University. It was being considered by governance under the provisions of the Accountability Framework for Reviews of Academic Programs and Units that had been approved by the Executive Committee in 1999.

The role of the Executive Committee was to raise any major unresolved issues for the attention of the administration. The report, along with the record of the Executive Committee's discussion and that of the Committee on Academic Policy and Programs and the Agenda Committee would be forwarded for information to the Governing Council.

A member referred to Recommendation 2 on page 35 of the Report ¹, and noted that, in some programs, it would be difficult to find anyone who had not collaborated with individuals within the program. Professor Cummins commented that the issue had been raised at the Agenda Committee. Professor Goel indicated that the University had made the case in its response to the Review Report that the recommendation was not appropriate for the University of Toronto.

On motion duly moved and seconded,
YOUR COMMITTEE APPROVED

THAT the Report of the Undergraduate Program Review Audit Committee be placed on the Agenda for the February 10, 2005 meeting of the Governing Council.

12. Items for Information

Members received for information the following reports:

Report 131 of the Academic Board (December 9, 2004)
Report 132 of the Academic Board (January 13, 2005)
Draft excerpt of Report 138 of the Business Board (January 17, 2005)
Report 125 of the University Affairs Board (January 18, 2005)

The Chair advised members that she had presented the 2003-04 report of the Senior Salary Committee to the Business Board at its January 17 meeting. As part of the report, she had highlighted some of the activities that the Committee had undertaken to enhance accountability.

A review of the Senior Salary Committee had been undertaken by the current Chair, at the request of Dr. Simpson, past Chair of the Governing Council. This review had been completed in early 2004. During the review, it had become apparent that the mandate of the Senior Salary Committee was not clearly understood. In order to provide greater transparency, the meeting dates of the Committee had been included on

¹ Though there is no evidence to question the impartiality of the external consultants who have been chosen by the University of Toronto, it is recommended that the University include within its policy the requirement that external consultants be at arm's length from the program under review, along with its interpretation of what is entailed by the principle (for example, not relatives, collaborators, supervisors/supervisees, and so on).

12. Items for Information (cont'd)

the 2004-05 meeting schedule of the Governing Council and its Boards and Committees. The Committee was currently working on a comprehensive framework for senior compensation that would build on best practice, consolidate and update procedures and policies as needed, and incorporate current information and analysis.

A member welcomed the initiative of fuller disclosure about the work of the Committee, and asked whether the name of the Committee would be changed. The Chair replied that there were no plans to change the Committee name at this time.

13. Date of Next Meeting

Members were reminded that the next regular meeting of the Executive Committee was scheduled for Thursday, March 10, 2005 at 5:00 p.m..

14. Other Business**(a) Election Update**

The Chair reminded members that nominations for four teaching staff seats and eight student seats on the Governing Council would close at noon on January 28, 2005. Nominations for 16 teaching staff and one librarian on the Academic Board would also close at noon on January 28, 2005.

(b) Order of the Governing Council Agenda

The Chair noted that the Governing Council meeting on February 10, 2005 would begin *in camera* to consider the senior appointments, and proceed, after the President's Report, to consider the two policies, and other items for approval.

The meeting adjourned at 7:00 p.m.

Secretary

Chair

February 2, 2005