

UNIVERSITY OF TORONTO
THE GOVERNING COUNCIL
REPORT NUMBER 378 OF
THE EXECUTIVE COMMITTEE
Monday, September 13, 2004

To the Governing Council,
University of Toronto.

Your Committee reports that it held a meeting on Monday, September 13, 2004 at 4:00 p.m. in the Boardroom, Simcoe Hall, with the following members present:

Ms Rose M. Patten (In the Chair)
The Honourable Frank Iacobucci, Interim
President

Mr. Brian Davis
The Honourable William G. Davis
Ms Susan Eng
Dr. Shari Graham Fell
Ms Françoise Dulcinea Ko
Mr. Ari Kopolovic
Professor Barbara Sherwood Lollar
Professor Michael R. Marrus
Mr. John F. (Jack) Petch
Mr. Timothy Reid
Professor Arthur S. Ripstein
Mr. Robert S. Weiss

Non-Voting Member:

Mr. Louis R. Charpentier

Secretariat:

Mr. Andrew Drummond
Ms Cristina Oke

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

Ms Jacqueline C. Orange, Chair, Business Board and member of the Governing Council

Ms Catherine Riggall, Interim Vice-President, Business Affairs

Professor Carolyn Tuohy, Vice-President, Government and Institutional Relations

Professor Safwat Zaky, Vice-Provost, Planning and Budget

Dr. Beata FitzPatrick, Assistant Vice-President and Director, Office of the President

1. Chair's Remarks

The Chair welcomed all members and guests to the first regular meeting of the Executive Committee for the 2004-2005 academic year. In particular, she welcomed new members William Davis, Shari Graham Fell, Ari Kopolovic, Barbara Sherwood Lollar, Timothy Reid, Arthur Ripstein, and Robert Weiss. Lastly, she welcomed the Executive Committee's newest member, interim President Frank Iacobucci.

The Chair briefly summarized the mandate of the Committee, noting that its formal responsibilities were

- to set the agenda for Governing Council;
- to review recommendations emanating from Boards and other Committees;
- to confirm decisions taken by the Academic Board;
- to coordinate the roles of the Boards and Committees of Council, referring matters as necessary;
- to screen and assign matters to standing or *ad hoc* committees (as part of its coordinating role);
- to act as a nominating and striking committee;
- to receive accountability reports; and
- to make external appointments.

Noting that all these responsibilities were legislated, the Chair then noted that it was her hope that the Executive Committee could fulfill additional responsibilities within its mandate. In particular, the Chair noted her hopes that the Committee could act as a 'sounding board' for the President and other members of the senior administration, or as a forum to review major issues either for the administration or on behalf of Governing Council. Lastly, the Chair hoped that members of the Committee would be willing to perform directed, individualized tasks on behalf of the Chair or the Committee.

The Chair then noted that in previous years there had existed some concerns about the confidentiality of discussions at the Executive Committee, which had made it less reliable as a confidential 'sounding board.' She noted that she would take it as assumed that all members would respect the confidentiality of the Committee's discussions and would behave accordingly.

The Chair then summarized four main enhancements that she hoped could be integrated into the Committee's practices for the upcoming year:

- Reports from the President that would serve several purposes:
 - To provide important information that would foster improved accountability of both the President and administration as well as members of the Governing Council.
 - To improve communication between administration and governance that would assist Governors in their knowledge of the institution and that would enable them to be better spokespersons on its behalf.
 - To share 'early warning' signals that would ensure Executive Committee members were aware of emerging significant issues.
- On the matter of the provision of information that would serve as 'early warning' signals, leadership or personnel issues would be discussed by the Senior Salary Committee.

1. Chair's Remarks (cont'd.)

- When there was an emerging issue which had either image and reputation implications or potential for internal disruption, the President or the Chair would inform the Executive Committee with sufficient information to avoid surprises, but, with appropriate discretion to respect and protect individuals. In other words, personnel matters in any detail would not be discussed beyond the Senior Salary Committee, but an 'early warning' signal to this Committee would be warranted.
- The Chair had begun to meet periodically with the Board Chairs and Vice-Chairs to discuss themes or trends in governance which might be more obvious to them, as the individuals closest to the flow of activity on an ongoing basis.
- All members would be expected to take responsibility for making the governance of the University better. The Chair therefore would like all members to do any of the following:
 - Provide ideas to the Chair, at any time.
 - Be prepared to take on assignments relevant to the improvement of governance.
 - Act as a role model in assisting the smooth and productive flow of Council meetings. New governors, for example, could benefit from the interventions of more experienced members. The Chair would not enter into procedural debates in any way other than to make a final ruling on the basis of advice from the Secretary.
- All members were expected to keep the interests of the University in the forefront of their deliberations.

During discussion, members were supportive of the Chair's plans. In particular, members noted the following points:

- The mentorship idea, initiated a couple of years earlier, was a good one that was valuable to members and should be encouraged;
- Chairs of Boards and Committees had a duty to ensure that external voices were heard in an orderly and mutually respectful fashion and at the most appropriate levels;
- All members of Council, its Boards and Committees had not only privileges, but responsibilities that accompany their positions;
- Although the Secretary would cite the regulations governing meetings, it was ultimately the responsibility of the Chair to issue rulings;
- All members should be prepared to understand how any proposals brought forward fit with previously approved policies and priorities, and, if they did not, to ask the administration to explain why approval should be granted;
- Material emanating from the administration should be clear in outlining requests made to governing bodies at each level and stage of approval;
- Offline discussions were frequently valuable for major and/or complicated issues, though one member felt that they had become an opportunity for administration to lobby members of governance on specific matters;

The President then noted that he fully endorsed the approach of the Chair and reiterated that he was looking forward to the opportunity to engage with the Executive Committee and, indeed, all of governance, as his term progressed.

2. Reports of Previous Meetings

Report Number 376 of the Executive Committee meeting held on June 24, 2004 and Report 377 of the special Executive Committee meeting held on August 16, 2004 were approved.

3. Business Arising from the Reports of Previous Meetings

The Chair reported on two items arising from Report 375 (June 14, 2004):

- The Special Committee to Review the Elections Process for Alumni Governors and Chancellor had, as directed at the June 14, 2004 meeting, consulted with alumni governors and received several submissions. It would be meeting later in the fall to discuss the submissions and present its final report to the Executive Committee.
- The Hitachi Group had completed its work on the Governance Evaluations and the Office of Governing Council, in consultation with the Chair, would consider next steps.

During discussion, a member asked if the divisional alumni associations had been informed of the changes contemplated by the confidential draft report on the review of the elections process for Alumni Governors and Chancellor. The Secretary noted that to do so now would be premature since the recommendations had not yet been finalized and the report still had to be considered by the Executive Committee.

4. Minutes of the Governing Council Meetings

Members received for information the minutes of the Governing Council meetings held on June 24, 2004 and August 16, 2004.

5. Business Arising from the Governing Council Meetings

There was no business arising from the Governing Council meetings

6. Report of the President

The President reported that it had been his privilege to represent the University at the funeral of Dr. Arthur B.B. Moore, former Chancellor and President of Victoria University and former Moderator of the United Church of Canada. He noted his sorrow at the death of a great friend of the University of Toronto.

The President then summarized his priorities for his term. He noted that all the priorities fell under the general topic of maintaining the enormous momentum built up by the University so that the incoming President would be able to begin his or her term on a positive note. Specifically, the President noted that there were several significant issues to address:

- The Rae review of postsecondary education in Ontario (Rae review), which in the President's mind was the most significant issue to face the University and could potentially shape the university sector in Ontario for the long term. He noted that the Review was on a very tight timeline, with a discussion paper to be released at the end of September, and a final report to be issued early in 2005. He noted that both the Council of Ontario Universities and the

6. Report of the President (cont'd.)

University of Toronto would be working hard to ensure that appropriate responses were provided.

- The Varsity Centre development project, about which many questions and concerns had been raised. The President noted that the project continued to evolve based on community consultation, design considerations, and numerous other factors. He noted that reports on considerations such as the final cost of the project, noise, traffic, parking and other local matters were in final stages of completion and that a general information session for governors and members of the Boards and relevant committees was being scheduled for October 14.
- An overall communications strategy that would express clearly the mission of the University in a way that would be understood by the community, broadly defined.
- The timely completion of the search process for a Vice-President, Business Affairs.
- Ongoing reinforcement of the initiatives begun by the various Vice-Presidents.

During discussion, a member noted that the University's submission to the Rae review was crucial and urged the administration to consider the University's unique position among all institutions in Ontario. In addition, the University should highlight its relationships with various community colleges. Lastly, the member questioned whether the Executive Committee would see the University's submission to the Rae review first in order to offer comments on it.

A member noted that numerous questions still existed regarding the Varsity project, namely the necessity of the involvement of the Toronto Argonauts Football Club, the value of the guarantee of a revenue stream, the usage plans for the stadium, the value of planning a stadium for football vs. for soccer, why the size of the stadium had been planned for 25,000 seats instead of a smaller number, and the value of the partnership with the Argonauts. Another member, while agreeing strongly with the president that the University was in an information-gathering mode" on the proposed stadium, indicated that within the administration there were others who seemed rather in a "selling mode," contributing to the impression that the proposal was a "done deal." An example was a recent community meeting, in which presenters seemed to be undertaking a "sales job," rather than trying to elicit divergent community views.

The President made several points in response to concerns raised about the Varsity project:

- The final project was still being examined to determine whether or not it would be presented to governance for approval, and was not, therefore, a 'done deal';
- The University's priorities for the project remained the furtherance of the academic mission, the enhancement of the student experience, and good community citizenship;
- The University could consider three options – status quo, a stadium of approximately 5,000 seats, or a stadium of approximately 25,000 seats – each of which had benefits and drawbacks and would be assessed thoroughly.

6. Report of the President (cont'd.)

- Sharing of incomplete information would be counterproductive;
- The University should continue to be sensitive to the needs and desires of its neighbours.

The Chair summarized the following concerns with respect to the proposed Varsity project: the need for basic messages that governors could convey to questioners; and the desire for an Executive Committee briefing. She noted that she would take the concerns raised under advisement.

A member noted that he applauded the President's desire to engage alumni internationally, but urged him not to alienate local constituencies, by taking them for granted. The President reiterated his strong support for all dedicated alumni both locally and outside Toronto.

In closing, the Chair noted for the record that although the President bore the formal title of 'Interim President', he had the full authority of the Office of the President for the duration of his term.

7. Presidential Search Committee Membership – Discussion of Guidelines for Selection

The Chair noted that the formation of the Presidential Search Committee was a serious task, and as part of the selection process she had called two special *in camera* Executive Committee meetings on September 20, 2004 and September 23, 2004. She then invited members to provide their input on the principles laid out in the confidential documentation they had received.

A member noted his concern that the membership not be unduly concentrated in one academic field. Another noted that the Search Committee members should collectively have the broadest possible perspective on the University, given that it was the leading University in Canada and as a result held the highest profile. Another member noted that the bar for administrative staff representation was set too low and that demonstrated leadership and engagement in the University should be an added criterion. The Chair agreed that all three concerns should be addressed.

Another member noted that two perspectives were required, the first of which required distinction, intelligence and accomplishment, and the second of which required 'community buy-in' for a form of 'representativeness'. He noted that both factors were important in the choice of members.

The President noted that the quality of members of the search committee was extremely important to the outcome of the process. A member noted that all members should agree with the vision of Governing Council for the University as a whole. Another member noted that the three major campuses should be 'represented' on the Search Committee.

Members then discussed the value of the creation of a consulting group of members of the community who were not members of the search committee. Members agreed that such a group, if constituted should not discuss individual candidates, but could meet with the Search Committee to offer more general comments about the values a President should embody. Although members recognized the potential value of such a group, they raised a concern that it might be perceived as having undue influence on the Search Committee, and, as a result, raise questions about the integrity of the process.

7. Presidential Search Committee Membership – Discussion of Guidelines for Selection (cont'd.)

The Chair thanked all members for their comments and invited them to continue to provide input. She then noted in response to a member's question that the consultation on the position profile of the President would include members of the Executive Committee.

8. Performance Indicators

The Chair welcomed Professor Carolyn Tuohy, Vice-President, Government and Institutional Relations, to the meeting.

Professor Tuohy noted to all members that the final version of the *Performance Indicators for Governance Annual Report, September 2004* was now available. She briefly summarized that recent data from the National Survey of Student Engagement (NSSE) was preliminary and therefore not available to use in the 2004 report; nonetheless, the data were valuable and would be incorporated into future years' reports. In addition, NSSE data would be cited in reports to governance from the Vice-Provost, Students later in the 2004-2005 academic year.

Professor Tuohy then noted that several new indicators had been added, such as data on citation counts and publication indices for the sciences and earned doctorates. She noted that data on accommodation of the double cohort, resources relative to US and G10 peer universities, and research productivity could be used to focus the University's advocacy efforts on the Rae review.

Members complimented Professor Tuohy on the work done to produce the report. A member noted that caution should be exercised because knowledge of the value and shortcomings of each indicator was essential for proper interpretation of the document. Another member suggested that anecdotal evidence implied that the University's core responsibility to undergraduate students required additional attention. Professor Tuohy noted in response that the NSSE data on student satisfaction would be valuable for addressing concerns in that area.

A member noted that data on proportions of women among the professoriate was apparently contradictory (on p. 72 of the draft report before members) with respect to the Employment Equity Report and might call for a different approach.

Another member noted that the indicators should give some baseline of targets and how the institution was meeting the goals set by Governing Council of being among the world's best public teaching and research universities. Another member noted that in doing so, it might be appropriate to measure accountability for individual measures against allocations received. Another member, in support of the previous two speakers, noted that the report should call attention to the areas where success had been achieved and institutional goals had been met, and where additional work would be needed.

The Chair thanked Professor Tuohy for attending the meeting. Professor Tuohy thanked the staff in the Office of Planning and Budget and in the various Vice-Presidential offices for their excellent work and diligence in the production of the report.

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

8. Performance Indicators (cont'd.)

THAT the *Performance Indicators for Governance Annual Report for 2004* be placed on the agenda of the Governing Council meeting on September 23, 2004.

9. Meeting Schedule for Executive Committee and Governing Council, 2004-2005

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

the following change in the 2004-05 meeting schedule:

THAT the Governing Council meeting scheduled for Thursday, October 28, 2004, be rescheduled for Monday, November 1, 2004.

10. Items for Information**(a) 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 2003 through August 2004. This report is attached hereto as Appendix "A".

A member requested information on why the naming of the awkwardly titled "Ability Health Care Supplies Bathroom/Kitchen/Bedroom/Living Room/Home Office/Classroom Area in the Occupational Performance Laboratory, Centre for Function and Well-Being, Rehabilitation Sciences Building" had been approved given its verbosity. The Secretary noted he would look into it and provide a response.

[*Secretary's Note:* the approval was actually for the "Ability Health Care Supplies Bathroom/ Kitchen/Bedroom/Living Room/Home Office/Classroom Area", which happened to be situated in the Rehabilitation Sciences Building as noted above; the report was unintentionally misleading regarding the full named portion of the building.]

(b) 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 Executive Committee**(i) External Appointments: Board of Directors of Sunnybrook and Women's College Health Sciences Centre**

THAT Mr. Paul Bertin be appointed to the Board of Directors of Sunnybrook and Women's College Health Sciences Centre as the nominee of the Orthopaedic and Arthritic Corporation for a term of two years from July 1, 2004 to June 30, 2006;

10. Items for Information (cont'd.)

and

THAT, subject to the ratification of the Board of Directors at its next regularly-scheduled meeting, Mr. Carey Diamond be appointed for a term of three years from July 1, 2004 to June 30, 2007, and Mr. Robert Dale be appointed for a term of two years from July 1, 2004 to June 30, 2006.

(b) Approvals within the terms of reference of the Academic Board**(i) Program Option Addition – School of Graduate Studies: Proposal for the Department of Physical Therapy to establish an E-Learning Advanced Standing Option, within the existing Master of Science in Physical Therapy (M.Sc.P.T) Program**

THAT the proposal from the Department of Physical Therapy to establish an E-Learning Advanced Standing Option within the existing Master of Science in Physical Therapy (M.Sc.P.T.) program, effective September 2004, be approved.

(ii) Program Name Change – School of Graduate Studies: Proposal for the Centre for Industrial Relations (CIR) to change the name of the Master of Industrial Relations Program to the Master of Industrial Relations and Human Resources Program

THAT the proposal for the Centre for Industrial Relations (CIR) to change the name of the Master of Industrial Relations Program to the Master of Industrial Relations and Human Resources Program, effective September 2004, be approved.

(iii) School of Graduate Studies: Proposal for the Division III Executive Committee, Physical Sciences, to change the standards of English Language Facility required for admission to Division III graduate programs

THAT the proposal for the Division III Executive Committee, Physical Sciences, to change the standards of English Language Facility required for admission to Division III graduate programs effective September 2004, be approved.

(iv) School of Graduate Studies: Proposal of the Institute of Medical Science for the Discontinuation of the Combined Master in Science in Biomedical Communications (M.Sc.B.M.C) and Post-Graduate Certificate in Biomedical Communication and Computer Animation at the University of Toronto and Sheridan College

THAT the proposal of the Institute of Medical Science for the Discontinuation of the Combined Master in Science in Biomedical Communications (M.Sc.B.M.C) and Post-Graduate Certificate in Biomedical Communication and Computer Animation at the University of Toronto and Sheridan College effective September 2004, be approved.

There was no discussion.

10. Items for Information (cont'd.)**(c) Calendar of Business 2004-2005**

A member noted that the Calendar was very valuable.

(d) Report Number 135 of the Business Board

There was no discussion.

11. Date of Next Meeting

The Chair noted that the next regular meeting was scheduled for Wednesday, October 13, 2004 at 5:00 p.m. She reminded members of the two special *in camera* meetings scheduled for Monday, September 20, 2004 at 5:00 p.m. and Thursday, September 23, 2004 at 3:00 p.m.

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 12 and 13 take place *in camera*, with the Board Chairs admitted to facilitate the work of the Committee.

12. Board/Committee Appointment

On motion duly moved and seconded,

YOUR COMMITTEE RECOMMENDS

THAT the additional Board and Committee assignments for 2004-2005, as described in the Secretary's memorandum dated September 3, 2004, be approved.

On motion duly moved and seconded,

YOUR COMMITTEE APPROVED

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

13. Other Business

The Secretary briefed the Committee on a personnel matter.

The meeting adjourned at 6:10 p.m.

Secretary
September 14, 2004

Chair