

## THE GOVERNING COUNCIL

### REPORT NUMBER 176 OF THE ACADEMIC BOARD

November 17, 2011

To the Governing Council,  
University of Toronto

Your Board reports that it held a meeting on Thursday, November 17, 2011 at 4:10 p.m. in the Council Chamber, Simcoe Hall at which the following were present:

Professor Ellen Hodnett, Chair  
Professor Hugh Gunz, Vice-Chair  
Professor David Naylor,  
President  
Professor Scott Mabury, Vice-  
Provost, Academic Operations  
Professor Cheryl Regehr, Vice-  
Provost Academic Programs  
Professor Benjamin Alarie  
Ms Manal Al-Ayad  
Mr. Larry Alford  
Professor Catherine Amara  
Professor Jan Barnsley  
Dr. Katherine Berg  
Ms Marilyn Booth  
Professor Phil Byer  
Professor Terry Carleton  
Mr. Louis Charpentier  
Professor Will Cluett  
Ms Virginia Coons  
Professor Brian Corman  
Professor Elizabeth Cowper  
Mr. Tyler Currie  
Mr. Michael Da Silva

Professor Christopher Damaren  
Professor Charles Deber  
Professor Suzanne Erb  
Professor Zhong-Ping Feng  
Mr. Cary Ferguson  
Ms Maria Pilar Galvez  
Professor Meric Gertler  
Professor Robert Gibbs  
Dr. Carol Golench  
Professor Avrum Gotlieb  
Professor Robert Harrison  
Mrs. Bonnie Horne  
Mr. Peter Hurley  
Mr. Adnan Hussain  
Professor Alison Keith  
Ms Anne Kerubo  
Professor Paul Kingston  
Mr. Nykolaj Kuryluk  
Mr. Ben Liu  
Ms Cecilia Livingston  
Mr. Aly-Khan Madhavji  
Professor Henry Mann  
Professor Douglas McDougall  
Professor Angelo Melino

Ms Natalie Melton  
Professor Matthew Mitchell  
Professor Amy Mullin  
Dr. Graeme Norval  
Professor Janet Paterson  
Professor Elizabeth Peter  
Professor Yves Roberge  
Ms Melinda Rogers  
Professor Jeffrey Rosenthal  
Professor Andrea Sass-Kortsak  
Mr. Kevin Siu  
Ms Helen Slade  
Professor Sandy Smith  
Miss Maureen J. Somerville  
Professor Suzanne Stevenson  
Professor Markus Stock  
Ms Caitlin Tillman  
Mr. Chirag Variawa  
Dr. Sarita Verma  
Professor Sandy Welsh  
Professor Charmaine Williams  
Professor Howard Yee  
Ms Grace Yuen

#### Regrets:

Dr. Francis Ahia  
Professor Donald Ainslie  
Professor Derek Allen  
Professor Cristina Amon  
Professor Maydianne Andrade  
Ms Katherine Ball  
Professor Dwayne Barber  
Professor David Cook  
Professor Karen Davis  
Professor Luc De Nil  
Professor Joseph Desloges  
Professor Miriam Diamond  
Professor Darryl Edwards  
Mr. John A. Fraser  
Professor Alan Galey

Professor Rick Halpern  
Professor Ira Jacobs  
Dr. Chris Koenig-Woodyard  
Professor Jim Lai  
Professor Heather MacNeil  
Professor Roger L. Martin  
Professor Linda McGillis  
HallProfessor Don McLean  
Ms Natalie Melton  
Professor Cheryl Misak  
Professor Faye Mishna  
Mr. Liam Mitchell  
Professor David Mock  
Professor Mayo Moran  
Professor Carol Moukheiber  
Professor Michelle Murphy  
Professor Emmanuel Nikiema

Ms Yuchao Niu  
Professor Julia O'Sullivan  
Professor Domenico Pietropaolo  
Ms Judith Poë  
Dr. Neil Rector  
Professor Seamus Ross  
Professor Lock Rowe  
Ms Ava-Dayna Sefa  
Professor Richard Sommer  
Dr. Roslyn Thomas-Long  
Professor Njoki Wane  
Dr. Shelly Weiss  
Professor Joseph Wong  
Mr. Tony Han Yin

**Non-voting Assessors:**

Ms Judith Wolfson, Vice-President, University Relations

Professor Edith Hillan, Vice-Provost, Faculty and Academic Life

Ms Gail Milgrom, Acting Assistant Vice-President, Campus and Facilities Planning

**Secretariat:**

Ms Mae-Yu Tan

**In Attendance:**

Mr. Tad Brown, Counsel, Business Affairs and Advancement

Ms Sheree Drummond, Assistant Provost

Ms Cindy Ferencz-Hammond, Director of Governance and Special Projects, University of Toronto Mississauga

Ms Nora Gillespie, Legal Counsel, Office of the Vice-President and Provost, Office of the Vice-President, Human Resources and Equity

Dr. Avi Hyman, Institutional Strategist for Academic Technology, Centre for Teaching Support and Innovation

Professor Stephen Johnson, Director, Graduate Centre for the Study of Drama

Professor Charlie Keil, Director, Cinema Studies Institute, Faculty of Arts and Science

Mr. Christopher Lang, Director, Appeals, Discipline and Faculty Grievances

Professor Linda MacKeigan, Chair, Leslie Dan Faculty of Pharmacy Council

Mr. Steven Moate, Senior Legal Counsel, Office of the President

Professor Ito Peng, Associate Dean, Interdisciplinary and International Affairs, Faculty of Arts and Science

In this report, items 3, 4, 5, and 6 are recommended to the Governing Council for approval; items 7, 8 and 10 are recommended for Executive Committee confirmation. The remaining items are reported for information.

The Board moved *in camera*.

**1. Appointment: Co-Chair of the University Tribunal**

On motion duly moved, seconded, and carried

YOUR BOARD APPROVED

THAT Ms Sarah Kraicer be appointed as a Co-Chair of the University Tribunal for the period July 1, 2011 to June 30, 2014.

The Board returned to open session.

**2. Report of the Vice-President and Provost**

The Chair noted that Professor Misak was out of the country and that Professor Cheryl Regehr, Vice-Provost, Academic Programs, would act on her behalf during the Board meeting. Professor Regehr said that the University had completed the 2010-11 Multi-Year Accountability Agreement Report-Back for the Ministry of Training, Colleges, and Universities. Once approved by the Ministry, the Agreement would be posted on the University website<sup>1</sup>. Professor

<sup>1</sup> <http://www.utoronto.ca/about-uoft/measuring-our-performance.htm>

## **2. Report of the Vice-President and Provost (cont'd)**

Regehr added, due to an oversight, the item had not been brought to the attention of the Planning and Budget Committee at its meeting of November 2, 2012. For this year only, the item had been reported directly to the Board.

At the invitation of the Chair, Ms Judith Wolfson, Vice-President, University Relations, provided an update on the outcome of the October 6, 2011 provincial election. She said that it was likely that the strong Liberal minority government would proceed with its planned agenda, perhaps with some slight modifications. The government would continue to focus on economic growth and job creation, while addressing a projected \$16-billion deficit. The province's economic situation would have direct implications for all of its transfer agencies, including universities and hospitals. Ms Wolfson observed that a number of the current Cabinet Ministers had ties to or were very knowledgeable about the University – The Honourable Glenn Murray, Minister of Training, Colleges, and Universities; The Honourable Deb Matthews, Minister of Health and Long Term Care; and The Honourable Brad Doguid, Minister of Economic Development and Innovation. Two other portfolios of particular importance to the University were those led by The Honourable Bob Chiarelli, Minister of Infrastructure, and The Honourable Dwight Duncan, Minister of Finance. Ms Wolfson's Office would continue to work to ensure that the Ministers understood the University's priorities. The Government had recently announced a 30% college and university tuition fee reduction grant for families with incomes below \$160,000, and there was every reason to believe that commitments such as that one would be kept, despite the constrained capital and operating budgets.

There were no questions.

## **3. Faculty of Arts and Science: Proposal to Change the Status of the Cinema Studies Institute from an Extra-Departmental Unit: B to an Extra-Departmental Unit: A**

The Chair informed members that the proposal to change the status of the Cinema Studies Institute from an Extra-Departmental Unit: B (EDU-B) to an Extra-Departmental Unit: A (EDU-A) had been considered by the Planning and Budget Committee (P&B) at its meeting of November 2, 2011. If recommended by the Academic Board, the proposal would be considered for approval by the Governing Council on December 15, 2011.

Professor Gotlieb provided an overview of the proposal, noting that the Cinema Studies Institute possessed the well-established and defined area of scholarship and critical mass of research activity required of an EDU-A. The P&B had been assured that thorough consultation on the proposal had occurred with all stakeholders and that there would be no impact on the Institute's budget allocation from the Faculty of Arts and Science.

Invited by the Chair to comment, Professor Charlie Keil, Director of the Cinema Studies Institute, noted that the Cinema Studies Program had been in existence for over thirty-five years, and a new doctoral program had been confirmed recently by the Executive Committee of the Governing Council. He reiterated that there was a critical mass of faculty to support the program, and the Faculty of Arts and Science had agreed that it was an appropriate time for the Institute to make the proposed transition in status. Innis College and the Institute had entered

**3. Faculty of Arts and Science: Proposal to Change the Status of the Cinema Studies Institute from an Extra-Departmental Unit: B to an Extra-Departmental Unit: A (cont'd)**

into a Memorandum of Agreement (MOA) in 2010 and the appropriate structure was in place to allow for a smooth transition. Professor Janet Patterson, Principal of Innis College, added that few academic units with EDU-A status were housed in colleges in the Faculty of Arts and Science. Such a collaboration effectively utilized existing resources such as information technology and administrative staff. The MOA contained sufficient detail to ensure that the established relationship would continue, regardless of changes the future might bring.

No questions were raised by members of the Board.

On motion duly moved, seconded, and carried

**YOUR BOARD RECOMMENDS**

THAT the status of the existing Cinema Studies Institute be changed from an Extra-Departmental Unit: B (EDU: B) to an Extra-Departmental Unit: A (EDU: A) effective January 1, 2012.

Documentation is attached hereto as [Appendix "A"](#).

**4. Renewal of Affiliation Agreements between the University of Toronto and the Toronto Academic Health Science Network**

The Chair said that the proposed Renewal of Affiliation Agreements between the University of Toronto and the Toronto Academic Health Science Network (TAHSN) item had been considered by the P&B on November 2nd. If recommended by the Academic Board, it would be considered for approval by the Governing Council on December 15th. She noted that a revised cover sheet had been made available to members a few days earlier on the governance portal and the Board's website.

Professor Gottlieb provided a brief summary of the proposed Renewal of Affiliation Agreements. The revisions addressed changes in practice or in legislation, accreditation standards, or University policy since 2007, and they reflected the evolution of the relationship between the University and the nine TAHSN hospitals.

Dr. Sarita Verma, Acting Dean of the Faculty of Medicine, reported that the University had engaged in a comprehensive consultation process with the legal counsel of the nine affiliated hospitals, all of which had agreed to the proposed agreement template. Some of the changes addressed standards that would be considered during the accreditation process of the Undergraduate Medical Education Doctor of Medicine program in May, 2012. One such change was the inclusion of the specification of responsibility for treatment of undergraduate medical students who were injured or exposed to a hazard. A member, who was Chair of the Education

#### **4. Renewal of Affiliation Agreements between the University of Toronto and the Toronto Academic Health Science Network (cont'd)**

Committee of the Council of Health Sciences Deans, welcomed the addition to the template and advocated for the expansion of such coverage in the future to all health sciences students.

Professor Regehr emphasized the importance of the agreements in outlining the relationships between the University and the affiliated teaching hospitals. One of the terms of the template agreement that would be subject to customization related to insurance. Individual hospitals would have an option to reflect their choice of providing self-insurance to cover the clinical activities of students within the hospitals. Professor Regehr also highlighted a minor change that addressed administration of a grant by a hospital (rather than by a principal investigator) that involved research conducted primarily at the University. A member expressed appreciation for the agreement, which enabled the close collaboration between the University and hospital libraries in supporting students in the development of their research and learning skills.

On motion duly moved, seconded, and carried

#### **YOUR BOARD RECOMMENDS**

- (a) THAT the revised template for full affiliation agreements between the University of Toronto and the full member hospitals of the Toronto Academic Health Science Network, a copy of which is attached hereto as [Appendix "B"](#), be approved, effective immediately;
- (b) THAT the President, or designate, be authorized to sign such agreements on behalf of the Governing Council, provided that the agreements conform to the approved template; and
- (c) THAT the agreements signed under the provisions of this resolution be filed with the Secretary of Governing Council.

#### **5. Capital Project: Project Planning Report for Robarts Library Fourth Floor West Renovation of Library Research and Reference Services and the Centre for Teaching Support and Innovation**

The Chair stated that the proposed capital project for the Robarts Library Fourth Floor West Renovation of Library Research and Reference Services and the Centre for Teaching Support and Innovation had been considered by the P&B on November 2<sup>nd</sup> and if recommended by the Board would be considered for approval by the Governing Council on December 15th.

Dr. Gotlieb outlined the proposal to expand renewal efforts for the Library Research and Reference Services and the Centre for Teaching Support and Innovation on the fourth floor of the Robarts Library. The total project cost was estimated to be \$2.6 million. \$2.0 million of the funding would be provided by the Graduate Expansion Capital Fund, and \$600,000 of matching funds would be provided by a donor.

**5. Capital Project: Project Planning Report for Robarts Library Fourth Floor West Renovation of Library Research and Reference Services and the Centre for Teaching Support and Innovation (cont'd)**

Dr. Avi Hyman, Institutional Strategist for Academic Technology, Centre for Teaching Support and Innovation, stated that the renovated space would be exceptionally innovative and would support student learning and teaching at the University.

There were no questions.

On motion duly moved, seconded, and carried

**YOUR BOARD RECOMMENDS**

- (a) THAT the Project Planning Report for the Robarts Library 4th Floor West, dated October 25, 2011, a copy of which is attached hereto as [Appendix "C"](#), be approved in principle and
- (b) THAT the project scope as identified in the Project Planning Report be approved at a cost of \$2.6M with funding from the Graduate Expansion Capital Fund and donor funds.

**6. Capital Project: Project Planning Report for University of Toronto Mississauga Teaching Laboratories Renovation in the William G. Davis Building**

The Chair informed members that the proposed capital project for the University of Toronto Mississauga (UTM) Teaching Laboratories Renovation in the William G. Davis Building also had been considered by the P&B on November 2<sup>nd</sup>. If recommended by the Academic Board, it would be considered for approval by the Governing Council on December 15<sup>th</sup>.

Professor Gotlieb summarized the proposed project, which would improve the functionality and quality of the existing biology teaching laboratory space. Construction of the project was planned to begin by April 2012, with occupancy by September 2012. The estimated total project cost of the Phase 1 renovation was \$8.6 million; \$5.4 million would be provided by the Provincial Government and \$3.2 million would be drawn from the UTM Operating Fund.

Professor Amy Mullin, Vice-Principal Academic and Dean of UTM, expressed excitement at the opportunity to update the teaching laboratories and pointed to the recent successful renovation of UTM's chemical laboratories. Professor Regehr noted that the November 2010 review of the Biology department had underlined the need for the addition and/or renovation of the teaching laboratory space.

Members asked whether processes were in place to manage waste generated by the laboratories and to manage energy consumption. Professor Mullin stated that existing protocol for teaching and research laboratories would continue to be followed. Ms Milgrom replied that the consultants preparing the plans would examine carefully all technical aspects of the project. Professor Mabury added that technology to address such concerns had evolved over time and he

**6. Capital Project: Project Planning Report for University of Toronto Mississauga Teaching Laboratories Renovation in the William G. Davis Building (cont'd)**

was confident that the appropriate engineering would be employed to ensure that the teaching laboratories functioned effectively from an energy consumption perspective.

On motion duly moved, seconded, and carried

**YOUR BOARD RECOMMENDS**

- (a) THAT the Project Planning Report for the University of Toronto Mississauga Teaching Laboratories Renovation in the William G. Davis Building: Phase 1, dated October 25, 2011, a copy of which is attached hereto as [Appendix "D"](#), be approved in principle and
- (b) THAT the project scope as identified in the Project Planning Report be approved in principle at a Total Project Cost of \$8.6M with funding as follows:

Provincial Government	\$ 5,400,000
<u>UTM Operating Fund</u>	<u>\$ 3,200,000</u>
Total	\$ 8,600,000

**7. Constitutional Revisions: University of Toronto Mississauga**

The Chair explained that the Academic Board was responsible for approval of divisional Council constitutions, subject to Executive Committee confirmation. By-laws were approved at the divisional level by the Councils themselves. If approved, the proposal for revisions to the UTM Constitution would require confirmation by the Executive Committee on December 5, 2011.

Mr. Louis Charpentier, Secretary of the Governing Council, provided some background information, noting that the Governing Council had approved revisions to the Terms of Reference of the Academic Board and its standing committees in May, 2011. Those revisions had enabled a re-alignment of responsibilities among the AP&P, the P&B, the Academic Board, and the divisional councils with respect to academic program review and approval. The changes had arisen from the work of the Task Force on Governance and the development of the University of Toronto Quality Assurance Process (UTQAP). Now the expectation was that all divisional constitutions and by-laws would be updated by the end of the 2011-2012 academic year to reflect more accurately divisional responsibilities with respect to academic program proposals. In some instances, Councils would have final approval authority with a reporting relationship to the AP&P.

The current process was similar to one that had been undertaken in 2006. At that time, a number of divisional constitutions had been revised in order to reflect changes to graduate education approval processes. At the beginning of Summer 2011, a constitution and by-laws template had been distributed to divisions by the Office of the Governing Council. Those templates had been developed over the years and reflected best practices with respect to constitutions and by-laws. Divisions had been encouraged to incorporate, at minimum, language on Council's

## **7. Constitutional Revisions: University of Toronto Mississauga (cont'd)**

specific powers and duties with respect to academic programs as required by the UTQAP. Those divisions whose constitutions had not been revised in some time had been encouraged to consider taking the opportunity to update their documents.

In addition to acknowledging divisional Councils' delegated authority to approve proposals for major and minor modifications to existing academic programs, divisional constitutions would also be updated to reflect Councils' responsibility to consider and recommend for approval to the Governing Council proposals concerning academic units and extra-departmental units, responsibility to consider and discuss a review report of an academic program and/or unit of the division, and delegated authority to approve transcript notations within existing degree programs. Those common proposed revisions, which would be presented to the Board throughout the year, had been considered by the Erindale College Council on October 6, 2011. Proposed amendments to the Constitution of the University of Toronto Mississauga had been approved by Council on November 3, 2011.

Professor Mullin commented that the revisions to the UTM's Constitution consisted of necessary changes to conform to the template, to address processes outlined in the UTQAP, and housekeeping items. The amended Constitution had been considered by the appropriate Committees of Council and had been endorsed.

On motion duly moved, seconded, and carried

**YOUR BOARD APPROVED**

THAT, subject to confirmation by the Executive Committee, the amended Constitution of the University of Toronto Mississauga, which was approved by Erindale College Council on November 3, 2011, and a copy of which is attached hereto as [Appendix "E"](#), be approved.

## **8. Constitutional Revisions: Leslie Dan Faculty of Pharmacy**

The Chair said that the proposed amended Constitution of the Leslie Dan Faculty of Pharmacy, if approved by the Board, would require confirmation by the Executive Committee on December 5, 2011.

Mr. Charpentier informed the Board that the Leslie Dan Faculty of Pharmacy had begun a constitutional review process over a year ago. More recently, additional work had been done to update the constitution in light of the UTQAP procedures, and other changes from the template with respect to membership of Council and quorum had been incorporated. The proposed revised constitution had been approved by the Leslie Dan Faculty of Pharmacy Council on October 28, 2011.

Professor Henry Mann, Dean of the Leslie Dan Faculty of Pharmacy, acknowledged the substantial work of Professor Linda MacKeigan, Chair of the Leslie Dan Faculty of Pharmacy Council, who had led the Faculty's review and revision process. He also thanked all those who



## **8. Constitutional Revisions: Leslie Dan Faculty of Pharmacy (cont'd)**

had assisted in developing the revised Constitution and By-Laws, including Professor Ellen Hodnett, Chair of the Academic Board; Ms Mae-Yu Tan, Assistant Secretary of the Governing Council, and Dr. Jane Harrison, Director of Academic Programs and Policy. Faculty Council's membership had been broadened, and final approval processes had been streamlined such that only those matters requiring executive decisions would be forwarded to Council for consideration. The Chair echoed Professor Mann's appreciation of the guidance that Dr. Harrison and Ms Tan continued to provide to divisions as they revised their constitutions and by-laws.

On motion duly moved, seconded, and carried

YOUR BOARD APPROVED

THAT, subject to confirmation by the Executive Committee, the amended Constitution of the Leslie Dan Faculty of Pharmacy, which was approved by Council of the Leslie Dan Faculty of Pharmacy on October 28, 2011, and a copy of which is attached hereto as [Appendix "F"](#), be approved.

## **9. Review of Academic Programs and Units**

At the invitation of the Chair, Professor Sass-Kortsak provided an overview of the discussion of the reviews that had occurred at the September 20, 2011 meeting of the AP&P, noting that reviewers had recognized that the University offered outstanding programs. The AP&P had been satisfied with almost all of the reviews and had requested only one follow-up report - the UTM Department of Biology's planning and curriculum review process had been interrupted and was not yet complete. The AP&P had also received follow-up reports from three reviews considered one year previously – the Centre for Environment in the Faculty of Arts and Science, the UTM Forensic Science program, and the University of Toronto Scarborough Department of Physical and Environmental Sciences.

Members praised the review process, which had been streamlined over the years. In response to a question about data analysis across the University and subsequent planning, Professor Regehr said that a standardized data pack was provided to all divisions. Deans were well informed of trends occurring within their divisions and were able to identify relative strengths and weaknesses.

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## **CONSENT AGENDA**

The Chair informed the Board that the Governing Council had approved the Academic Board's revised Terms of Reference on October 27, 2011. The revisions included the use of a consent agenda, and consent agenda items would normally be handled without presentation or discussion. Members were invited to notify the Secretary of any questions before a meeting, and any member with concerns could request that the item be dealt with in the usual way.

YOUR BOARD APPROVED

THAT the consent agenda be adopted.

**10. Faculty of Arts and Science: Proposed Name Change from the “Graduate Centre for the Study of Drama” to the “Centre for Drama, Theatre and Performance Studies”**

YOUR BOARD APPROVED

THAT, subject to confirmation by the Executive Committee, the name of the existing “Graduate Centre for the Study of Drama” be changed to the “Centre for Drama, Theatre and Performance Studies,” effective January 1, 2012.

Documentation is attached hereto as [Appendix “G”](#).

**11. Approval of the Report of the Previous Meeting: Report Number 175 – October 6, 2011**

Report Number 175 of the meeting held on October 6, 2011 was approved.

**12. Business Arising from the Report of the Previous Meeting**

There was no business arising from the Report of the October 6, 2011 meeting.

**13. Items for Information**

The following items for information were received by the Board.

- (a) Annual Report: Academic Discipline - 2010-2011
- (b) Semi-Annual Report: Academic Appeals Committee, Individual Cases, Fall 2011
- (c) Semi-Annual Report: University Tribunal, Individual Cases, Fall 2011
- (d) Report Number 176 of the Agenda Committee – November 9, 2011
- (e) Report Number 152 of the Committee on Academic Policy and Programs (September 20, 2011)
- (f) Report Number 146 of the Planning and Budget Committee (November 2, 2011)
- (g) Appointments and Status Changes Report

The Chair explained that, in the future, the Appointments and Status Changes Report would be made available electronically to Board members through the governance portal and the Board website, and it would no longer be included on the Board’s agenda.

There were no questions arising from the reports.

**14. Date of the Next Meeting**

The Chair stated that the next meeting of the Board was scheduled for Thursday, January 26, 2012, at 4:10 p.m. in the Council Chamber.

**15. Other Business**

The Chair asked members to make note of the nomination period from Friday, January 6 to 20, 2012 for seats that would become available as of July 1, 2012 on the Academic Board and the Governing Council. A memo with detailed information about the vacancies would be sent to members by the Chief Returning Officer in the next few weeks. The Chair suggested that members encourage their peers to become involved in the University's governance by nominating them and by voting during the election period. Questions about the elections could be directed to Mr. Anwar Kazimi, Chief Returning Officer, or Ms Mae-Yu Tan, Deputy Returning Officer, in the Office of the Governing Council. Information about applications for co-opted (appointed) members of the Academic Board (administrative staff, alumni, and students) would be provided next term.

The Chair acknowledged the contributions of Professor Philip Byer, a longstanding member of the Governing Council and the Academic Board. She observed that he had reviewed meeting documentation with great care and had posed thoughtful questions at many meetings. On behalf of the Board, the Chair thanked Professor Byer for his service and wished him well as he began his retirement at the end of December, 2011. The Board applauded Professor Byer.

The Chair thanked members for their attendance at the Board meeting and wished them all the best during the holiday season.

The meeting adjourned at 5:00 p.m.

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Secretary  
November 22, 2011

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Chair