

UNIVERSITY OF TORONTO

THE GOVERNING COUNCIL

DECEMBER 13, 2012

MINUTES OF THE MEETING OF THE GOVERNING COUNCIL held on December 13, 2012
at 4:30 p.m. in the Council Chamber, Simcoe Hall, University of Toronto.

Present:

Mr. Richard B. Nunn (In the Chair)
Ms Judy Goldring (Vice-Chair)
Professor C. David Naylor
Ms Alexis Archbold
Ms Celina Rayonne Caesar-Chavannes
Mr. P. C. Choo
Mr. Jeff Collins
Professor Elizabeth Cowper
Mr. Michael A. Donnelly
Mr. Andrew Girgis
Professor Avrum Gotlieb
Professor William Gough
Professor Hugh Gunz
Professor Ellen Hodnett
Ms Shirley Hoy
Professor Edward Iacobucci
Mr. Mark Krembil
Professor Cheryl Misak
Ms N. Jane Pepino
Ms Mainawati Rambali
Ms Melinda Rogers
Professor Andrea Sass-Kortsak
Mr. Howard Shearer
Professor Elizabeth M. Smyth
Professor Janice Gross Stein
Mr. Andrew Szende
Mr. W. Keith Thomas
Professor Steven J. Thorpe
Professor Franco J. Vaccarino
Mr. Chirag Variawa
Dr. Sarita Verma
Ms B. Elizabeth Vosburgh
Ms Nana Zhou
Mr. W. David Wilson

Secretariat:

Mr. Louis R. Charpentier
Mr. Neil H. Dobbs
Ms Sheree Drummond
Mr. Anwar Kazimi
Ms Mae-Yu Tan
Ms Cristina Oke

Absent:

The Honourable Michael H. Wilson
Professor Robert Baker
Mr. James Bateman
Mr. Brent S. Belzberg
Mr. Aidan Fishman
Mr. Steve (Suresh) Gupta
Ms Zabeen Hirji
Ms Claire Kennedy
Ms Paulette L. Kennedy
Mr. Nykolaj Kuryluk
Mr. Mark Krembil
Professor Michael Marrus
Dr. Gary P. Mooney
Ms Arlen Orellana
Miss Maureen J. Somerville
Mr. W. John Switzer
Ms Rita Tsang

In Attendance:

Professor Angela Hildyard, Vice-President, Human Resources and Equity
Professor Scott Mabury, Vice-President, University Operations
Mr. David Palmer, Vice-President, Advancement
Professor Deep Saini, Vice-President and Principal, University of Toronto Mississauga
Ms Cindy Ferencz Hammond, Director, Governance and Special Projects
Ms Nora Gillespie, Legal Counsel, Office of the Vice-President, Human Resources & Equity and
Office of the Vice-President and Provost
Dr. Pam Gravestock, Associate Director, Centre for Teaching Support and Innovation
Dr. Anthony Gray, Director, Strategic Initiatives & Research
Dr. Jane Harrison, Director, Academic Policy and Programs
Professor Edith Hillan, Vice-Provost, Faculty and Academic Life
Mr. Michael Kurts, Assistant Vice-President, Strategic Communications and Marketing
Professor Jill Matus, Vice-Provost, Students
Ms Bryn MacPherson, Executive Director, Office of the President
Mr. Steve Moate, Senior Legal Counsel, Office of the President
Professor Cheryl Regehr, Vice-Provost, Academic Programs
Professor Carol Rolheiser, Director, Centre for Teaching Support and Innovation
Dr. Harriet Sonne De Torrens, Librarian, University of Toronto Mississauga
Ms Archana Sridhar, Assistant Provost
Professor Scott Prudham, University of Toronto Faculty Association

IN ACCORDANCE WITH A DETERMINATION BY THE EXECUTIVE COMMITTEE PURSUANT TO SECTIONS 38 OF BY-LAY NUMBER 2 OF THE GOVERNING COUNCIL, ITEMS 1, 2 AND 3 ON THE AGENDA WERE CONSIDERED BY THE GOVERNING COUNCIL *IN CAMERA*.

1. Senior Appointment

On motion, duly moved, seconded, and carried.

Be It Resolved:

THAT Professor Cheryl Misak be re-appointed as Vice-President and Provost for a term extending from January 1, 2013 to September 1, 2013.

2. Review of the Office of the University Ombudsperson

On motion, duly moved, seconded, and carried.

It was Resolved

- (1) THAT a Committee be established to review the Office of the University Ombudsperson, to submit its report to the February 15, 2013 meeting of the Executive Committee and, subject to the endorsement of the Executive Committee, to the February 28, 2013 meeting of the Governing Council;

(2) THAT the Committee to Review the Office of the University Ombudsperson be charged:

(a) to review the status and progress of the Office of the Ombudsperson in the light of the recommendations of the Report of the Committee to Review the Office of the University Ombudsperson, 2009-10, approved by the Governing Council on January 21, 2010, in particular: the awareness of the Office by members of the University community across the three campuses; the communication of its services on the student portal and in electronic newsletters, as well as through vehicles maintained by the academic divisions;

(b) to review the effectiveness of the operations of the Office of the University Ombudsperson from July 1, 2010; and

(c) to make recommendations concerning the appointment of an Ombudsperson.

(3) THAT the membership of the Committee to review the Office of the University Ombudsperson be:

Alexis Archbold (Administrative staff governor)
Aidan Fishman (Student governor)
Gary Mooney (Lieutenant-Governor-in-Council governor)
Andrea Sass-Kortsak (Teaching Staff governor)
Maureen Somerville (Alumni governor, Chair)
Angela Hildyard (Administrative Advisor)
Sheree Drummond (Secretary)

3. Report Number 56 of the Committee for Honorary Degrees

On motion, duly moved, seconded and carried.

It was Resolved

THAT the candidates recommended to receive honorary degrees in Report Number 56 of the Committee for Honorary Degrees be approved;

THAT the Chancellor and the President be empowered to determine the degree to be conferred on each candidate and the date of the conferral.

4. Chair's Remarks

The Chair welcomed and thanked members and guests for attending the meeting. He welcomed Mr. Mark Krembil, a new governor, to his first Governing Council meeting.

The Chair announced that the Governing Council had approved the reappointment of Professor Cheryl Misak as Vice-President and Provost for a term extending from January 1, 2013 to September 1, 2013. On behalf of governors the Chair extended congratulations and thanks to Professor Misak.

The Chair offered offered congratulations to two governors who were recently announced as 2012 Award Winners on Canada's Most Powerful Women Top 100 list: Judy Goldring – Scotiabank Corporate Executives Award; and Zabeen Hirji – WXN Hall of Fame. He also congratulated Celina Rayonne Chavannes who received the Entrepreneur of the Year Award at the annual Toronto Board of Trade Business Excellence Awards.

The Chair noted that seven requests to speak to item 7 – UTM and UTSC Campus Council proposal – had been received. These requests were granted by the Executive Committee; however, recognizing the many communications and consultations that had occurred over the last few months, the Committee had asked that the speakers coordinate a joint presentation. The speakers were advised that governors had been informed of key questions and issues, and had received their discussion paper at the Council's meeting in October. In that light, the speakers had also been asked that their presentation be no more than 10-12 minutes and that they limit repetition of matters already raised with governors.

5. Report of the President

The President introduced Professor Cynthia Goh, Professor, Department of Chemistry, and invited her to speak on the initiatives of the Banting and Best Centre for Innovation and Entrepreneurship. Professor Goh informed governors that the Banting and Best Centre supports entrepreneurs turning research discoveries into innovative products and companies. The Centre provides lab and office space for start-up companies, as well as opportunities for education, mentorship, and resources to support aspiring entrepreneurs.

Professor Goh introduced five entrepreneurs who spoke to their respective innovations¹:

- Abraham Heifets (PhD, Computer Science) – drug repurposing
- Nari Kim (PhD, Chemistry) – anti-fog coating
- Brian Want (MSc IBBME) – directional hearing aid
- Xingxing Xing (PhD Physics) – ultrasonic brain imaging
- Arash Zarrine-Afsar (Post Doc, Chemistry) – quantitative mass spectrometry for proteomics

Professor Goh noted that this was just a sample of what was happening at Banting and Best Centre and that there were more than thirty others. All work was based on solid basic science being done at the University.

Professor Goh also introduced her colleagues Drs. Emmanuel Istrate, Richard McAloney and Venkat Venkataramanan.

A member asked (1.) how many of the entrepreneurs went on to secure external funding and (2.) whether the University or the student owned the intellectual property? In response to the first question, Professor Goh indicated that several had gone on to secure external funding. She noted that two recent graduates already had sales and had created jobs for others. In reply to the second question she indicated that the University's normal protocols on intellectual property were followed.

The President and the Chair thanked Professor Goh and the other presenters for their informative and inspiring comments.

¹ <http://www.governingcouncil.utoronto.ca/AssetFactory.aspx?did=9402>

Returning to his report, the President added his congratulations to those of the Chair to Ms Goldring, Ms Hirji and Ms Rayonne Chavannes. He also extended his congratulations to Professor Catherine Whiteside (Dean of the Faculty of Medicine and Vice-Provost, Relations with Health Care Institutions) who had received the Public Sector Leaders Award as part of the top 100 Women competition.

The President drew governors' attention to the Awards and Honours list² that was provided in the meeting materials. He highlighted the three Rhodes Scholars from the University of Toronto, noting that this was out of eleven from Canada and eighty-three world-wide. The University of Toronto was the sole university in Canada with more than one Rhodes Scholar this year, joined only by Harvard, Yale and the University of Cape Town with three or more. He also commented that this had been an excellent year for nominations to the Royal Society of Canada with seventeen new Fellows elected from the University of Toronto, the largest number of new Fellows from any institution in Canada.

The President noted that the institution had just emerged from another season of rankings.³ He remarked that while there were good reasons to have misgivings about general league tables, particularly those that purport to reduce an institution to a single number, by focusing on the most meaningful rankings a clear picture emerges. The University of Toronto continues to lead the way among its peers across Ontario and Canada. He also noted that the more the results were disaggregated the better the University of Toronto did, pointing to the QS (*Quacquarelli Symonds*) where the University of Toronto is only one of nine institutions world-wide that ranked among the world's top 25 universities in all five disciplines. He commented that because of the continuing influence that rankings had on recruitment and partnerships, particularly within the international sphere, this batch of results was welcome news for the University.

The President spoke briefly to entrepreneurship and spin-off growth, commenting that as today's presentation for the students at the Banting and Best Centre demonstrated, entrepreneurship at the University of Toronto was thriving. He noted that over the last three years, University of Toronto was the institution with the fastest rate of growth in spin-out companies among major universities in North America.

In closing the President brought governors' attention to the fact that the call for nominations for Governing Council elections had been made and noted that the quality of governance at the University depended on the quality of our governors. He remarked that the institution had benefited from the leadership, dedication and wisdom of an extraordinary group of volunteers who had generously given of their time, energy and advice in service to the University of Toronto and its long term success. He encouraged governors to enlist other talented people to get involved and stand for election.

6. Presentation on Teaching Excellence

The Chair noted that in an ongoing effort to bring items of strategic importance to the Governing Council for discussion Professor Carol Rolheiser, Director, Centre for Teaching Support and Innovation (CTSI) had been invited to give a presentation on teaching excellence.

Professor Rolheiser began by introducing Dr. Pam Gravestock, Associate Director, Centre for Teaching and Support Innovation. She noted that while the University of Toronto was a research

² <http://www.governingcouncil.utoronto.ca/AssetFactory.aspx?did=9172>

³ <http://www.governingcouncil.utoronto.ca/AssetFactory.aspx?did=9401>

intensive institution it had made teaching excellence a priority and that this was a vision of the President and the Provost.

Her presentation⁴ addressed the following areas:

- The University of Toronto context: research and teaching are valued pillars; unique student body that both contributes to and expects high quality learning experiences; dedicated instructors who are ambitious and motivated to raise their teaching sights; multiple mechanisms to support the development of teaching excellence.
- Support Office for teaching across the University.
- Tri-level approach to sustaining a culture of teaching excellence.
- Examples of teaching excellence: President's Teaching Award & Teaching Academy; course evaluation framework; the Teaching Assistants' Training Program (TATP).
- Emphasis on the creation of a strong community of teachers: focus informed by institution data and research on teaching; concrete initiatives to focus university-wide action; targeting areas for improvement.
- Educational technology in the classroom.
- Recognition of teaching excellence through various teaching awards.
- Pedagogical research and engagement with the broader teaching and learning community in higher education.
- Importance of leadership at all levels in support of teaching excellence.

Professor Rolheiser concluded by noting that great teaching like great research is a constant quest and that it was important to always be looking for ways to continue to improve.

A member congratulated Professor Rolheiser on her presentation and noted that his own participation in the TATP had inspired him to do his best as a Teaching Assistant. He also noted that in his view, not only did he benefit as an instructor from the teaching and learning symposia but so did his students. Professor Rolheiser replied that this feedback was consistent with the feedback that was received regularly.

The Chair thanked Professor Rolheiser for her presentation and for her work in support of teaching excellence at the University.

7. Revisions to the Terms of Reference for the University of Toronto Mississauga and University of Toronto Scarborough Campus Councils and their Standing Committees

The Chair noted that the University had embarked on a new era of governance. He invited Professor Bill Gough to introduce the item.

Professor Gough acknowledged: the superb support that he had received from Mr. Louis Charpentier, Mr. Anwar Kazimi and Ms Mae-Yu Tan; the fine work of the Elections Committee – Mr. PC Choo, Mr. Michael Donnelly, Ms Shirley Hoy and Mr. Nick Kuryluk; and the productive engagement of the Tri-Campus Coalition on Governance, who, in his view, should be proud of the role that they played in the process and the changes that resulted from their contribution.

Professor Gough noted that since last June's Governing Council meeting there had been three town hall consultation sessions (one on each campus) and numerous one-on-one meetings. He said that valuable input had been received at these sessions as well as through written submissions and that the

⁴ <http://www.governingcouncil.utoronto.ca/AssetFactory.aspx?did=9409>

Elections Committee had decided to adopt some of the recommendations. He noted that there would be a review of the new structures in 2015 (after two election periods) and with the deep commitment to good governance at both UTM and UTSC he expected that there might be areas for revision, for example, the elections process.

He reported that the Coalition had initially advocated for *ex officio* voting members on the Campus Councils and then had requested *ex officio* non-voting members, but that that the view of the Committee had been that *ex officio* positions on the Governing Council and its Boards and Committees are reserved for officers of the Governing Council and for officers of the University, and that representatives of recognized campus groups to address a committee were already provided. As such, no changes were proposed in this regard.

However, as an outcome from the consultations and discussions with members of the Coalition, the following membership changes had been proposed:

- The addition of one elected, non-Governing Council administrative staff member and the addition of one appointed, non-Governing Council community member to the UTM and UTSC Campus Council, bringing the total membership to 28 (from 26). One of the two administrative staff seats would be reserved for a librarian.
- The appointment of one additional student and one teaching staff member to the UTM and UTSC Agenda Committee when those Committees are serving as the nominating committees of the Campus Councils. (He noted that the Agenda Committee was not an executive committee and that should the function of the Agenda Committee change it might be necessary to review the membership at that time.)
- The addition of four seats for elected, non-Campus Council teaching staff members on the UTM Campus Council's Academic Affairs Committee, bringing the total to 16 members (from 12).
- The addition of one elected, non-Campus Council student seat on the UTSC Academic Affairs Committee, bringing the total to 9 from 8.
- The addition of one elected, non-Campus Council librarian member and one appointed, non-Campus Council community member to each of the UTM and UTSC Campus Affairs Committees, recognizing the unique role that librarians play on the two campuses.

The Chair welcomed the following speakers:

- **Ms Jessica Denyer**, Vice-President External, Association of Part-Time Undergraduate Students (APUS).
- **Mr. Adrian De Leon**, Vice-President of Academics, Scarborough Campus Students' Union (SCSU).
- **Ms Judith Pöe**, Department of Chemical and Physical Sciences, University of Toronto Mississauga
- **Dr. Harriet Sonne de Torrens**, UTM Visual Resource Librarian and Chair, Librarians Committee, University of Toronto Faculty Association (UTFA).
- **Mr. Munib Sajjad**, Vice-President, University Affairs, University of Toronto Students' Union (UTSU).

- **Mr. Chris Thompson**, President, University Affairs and Academic, University of Toronto Mississauga Students' Union (UTMSU).

Mr. Chris Thompson addressed the governors noting that he and his colleagues had coordinated their remarks and that only three of them would address the Council. Mr. Thompson thanked the members of the Governing Council on behalf of the members of the Coalition for listening to their ideas. He said that the Coalition had brought together various stakeholders in an exercise of shared governance. Their view was that in the early stages of the process the amount of consultation had been insufficient but that they acknowledged that after they had expressed their views a lot of effort had been put into ensuring that there was extensive consultation. He noted that the Coalition had worked collegially with various communities to present an alternative proposal that they believed more effectively addressed the unique needs of the diverse stakeholders. He said that, in his view, it was an exercise in consensus-building and representative decision-making. He believed that the changes that had subsequently been made incorporated greater representation and upheld the ability for large based consultations. He concluded by stating that this experience set the benchmark for creating an environment for constructive discussion and consultation. He encouraged the Governing Council to continue to provide such opportunities for open, public, and collegial dialogue.

Ms Judith Pöe thanked governors for the opportunity to address the Council. She remarked that when members of the Coalition had addressed the Council in June 2012 there had been a great sense of concern over the perceived lack of consultation, but she noted that much had changed in the last six months. She pointed to the increased consultation with Professor Gough and with Mr. Charpentier, dialogue with senior executives, and the outreach of the Coalition to stakeholders. In her view, this had improved the proposal and had strengthened the legitimacy of the process. She said that with the changes in relation to the acknowledgement of librarians had brought governance out of the 1970s and into 2012. She noted that there remained some questions for further consideration: would speaking rights ensure that student union voices would be heard; should the proportion of faculty seats on the Academic Affairs Committee be further increased; would quora be an issue? She felt, however, that these matters could be addressed on an ongoing basis. She concluded by saying that the Coalition recommended that the Council approve the motion so that the University of Toronto Mississauga and the University of Toronto Scarborough could get on with the implementation of the new campus structures.

Mr. De Leon began by commending the University in its endeavours to strive for good governance. He thanked Professor Gough and the members of the Secretariat for their support. He thanked the members of the Coalition for their contributions to this process and noted that, in his view, they had all been friends and equals from the first moments around the table. He commented on the unyielding tri-campus unity, the fair dealing and the shared governance. He invited all to become fully engaged in the review process and encouraged governors to engage with the Coalition in an ongoing effort to address the issues and to share the Coalition's collective mandate of progress.

The Chair thanked the speakers for their comments. He affirmed that a lot of work had been done and that the consultation process had strengthened the final outcome. He invited Vice-Presidents Saini and Vaccarino to address the Council.

Vice-President Vaccarino thanked the members of the Coalition for their dedication to the issues and their constructive engagement. He noted that this was an important step for the University of Toronto system. He also thanked Professor Gough and Mr. Charpentier for their handling of the issues. He said that the University should be proud of the governance platform that had been built and of the thoughtfulness and sensitivity that had gone into the process. He noted that he was a believer in the importance of good beginnings.

Vice-President Saini also thanked the Coalition and he joined Professor Vaccarino in his thanks of those involved in the process. He remarked that a lot had changed since the start of this process and that this was due to the consistent and thoughtful engagement of everyone involved. He said that he could not recall a better example of collegial and thoughtful engagement of different estates in something so complex. He commented on his pride in the University of Toronto and its ability to foster an environment within which complex issues and diverse opinions could be addressed and brought to a broad consensus. He closed by saying that this was a model of good governance, efficient governance and effective governance.

A member commented that when he had agreed to be involved with the Elections Committee he had thought that it would be a simple task but that in the end it had turned out to be more involved than he could have imagined. He thanked Professor Gough for his leadership and remarked on the fact that the outcome on this issue was a great testament to his leadership skill.

On motion, duly moved, seconded and carried.

It Was Resolved

THAT the quorum for meetings of the Campus Councils of the University of Toronto Mississauga and the University of Toronto Scarborough be one-third of the voting members (normally nine);

THAT one elected, non-Governing Council administrative staff member and one appointed, non-Governing Council community member be added to the Campus Councils of the University of Toronto Mississauga and the University of Toronto Scarborough and that, normally, one of the two administrative staff positions be reserved for a librarian;

THAT the Campus Councils of the University of Toronto Mississauga and the University of Toronto Scarborough appoint one additional member of the teaching staff and one additional student member from among their members to their respective Agenda Committees when those Committees are serving as the nominating committees of the Campus Councils;

THAT there be one elected teaching staff member from each of the University of Toronto Mississauga academic departments, increasing the total elected, non-Campus Council teaching staff membership of the Campus Council's Academic Affairs Committee from 12 to 16 members;

THAT there be one additional elected, non-Campus Council student member on the Academic Affairs Committee of the University of Toronto Scarborough Campus Council; and

THAT one elected, non-Campus Council librarian member and one appointed, non-Campus Council community member be added to each of the Campus Affairs Committees of the University of Toronto Mississauga and the University of Toronto Scarborough Campus Councils.

The Chair thanked Professor Bill Gough for his excellent and thoughtful leadership. He also thanked the members of the Elections Committee, the Secretariat, Professors Saini and Vaccarino, and members of the Coalition for their efforts on this important matter.

8. Election Guidelines 2013

The Chair invited Professor Gough to introduce the item.

Professor Gough advised that major amendments to the *Election Guidelines* require only Executive Committee approval. However, given the inclusion in the *Guidelines* this year of the new election processes for the UTM and UTSC Campus Councils (CCs) and their Standing Committees, the *Guidelines* had been forwarded to the Governing Council for approval. He noted that the most significant amendment to the Guidelines was the addition of Section 11, in which election processes for the CCs, Academic Affairs Committees (AACs), and Campus Affairs Committees (CACs) were provided in detail, and the constituencies and number of seats for which elections may be held were outlined.

He noted that the proposed election schedule for 2013 had been compressed (from 11 to 8 weeks) to allow sufficient time for subsequent appointment processes to occur to ensure that vacancies on the CCs and their Standing Committee were filled by June 30th, prior to the start of members' terms on July 1st. While elections for the Governing Council, Academic Board, CCs, AACs, and CACs would be held concurrently in February, the declaration of elected winners of seats on the CCs, the AACs and the CACs would occur at a later date than the declaration of elected winners of seats on the Governing Council and the Academic Board, following the approval of governor assignments by the Governing Council on April 9, 2013. The later date ensured that any decisions regarding Governing Council appointments to CCs would not have been influenced by the election results, which would have been embargoed.

Information concerning the impact of possible Governing Council appointments on the number of seats available to be filled by elected candidates had also been inserted in Section 11 of the Guidelines. He noted that it was possible that an elected, non-governor candidate might not serve on the UTM/ UTSC CC if a seat from the candidate's constituency was filled first by a governor appointed by the Governing Council to the CC. Similarly, it was possible that an elected, non-Campus Council candidate might not serve on the UTM/ UTSC CAC if a seat from the candidate's constituency was filled first by a member appointed to the CAC. He concluded by noting that the Committee would have had an opportunity to learn from the two preceding election cycles, 2013 and 2014, prior to conducting a review.

On motion, duly moved, seconded and carried.

It was Resolved

THAT the *Election Guidelines 2013* be approved, effective immediately.

CONSENT AGENDA

The Chair noted that of the items listed on the Consent Agenda, two required approval (items 9 and 11) and the others were for information only.

On motion, duly moved, seconded, and carried,

It was Resolved

THAT the consent agenda be adopted and that the item be approved.

9. Revision to the Constitution of the College of Electors

Be It Resolved

THAT the proposed revised Constitution of the College of Electors be approved, replacing the Constitution amended on June 23, 2011, effective immediately.

10. Debt Strategy

11. Minutes of the Previous Meeting of October 30, 2012

12. Business Arising from the Minutes of the Previous Meeting

13. Reports for Information

- a. Reviews of Academic Programs and Units
 - i) Follow-up Report from Previous Review
 - ii) Reviews April – October 2012
- b. Report Number 182 of the Academic Board (November 22, 2012)
- c. Report Number 200 of the Business Board (November 5, 2012)
- d. Report Number 172 of the University Affairs Board (November 20, 2012)
- e. Report Number 451 of the Executive Committee (December 3, 2012)
- f. Report Number 9 of the Pension Committee (September 27, 2012)

14. Date of Next Meeting – Thursday, February 28, 2013 at 3:30 p.m.

The Chair reminded the members that the next meeting of the Governing Council was scheduled for Thursday, February 28, 2013 at 3:30 pm.

15. Question Period

No questions were raised.

16. Other Business

A member remarked that the issue of tri-campus governance went back to the *Towards 2030* process. She congratulated President Naylor for his vision.

Another member noted that this was a historic occasion in that it marked the completion of the work of the Task Force on Governance. She suggested that those who had been involved in this process but who were no longer at the University should be advised of this.

17. Closing Remarks

The Chair closed by wishing everyone happy holidays and inviting everyone to join him for a Holiday Reception in the Foyer of the Main Floor at Simcoe Hall.

The meeting adjourned at 6:21 p.m.

Secretary
February 1, 2013

Chair