

UNIVERSITY OF TORONTO
THE GOVERNING COUNCIL

Thursday September 18, 2003

MINUTES OF THE GOVERNING COUNCIL meeting held on Thursday,
September 18, 2003 at 4:30 p.m. in the Council Chamber, Simcoe Hall.

Present:

Dr. Thomas H. Simpson (In the Chair)	Professor Michael R. Marrus
Ms Rose M. Patten, Vice-Chair	Professor Ian R. McDonald
Professor Robert J. Birgeneau, President	Mr. George E. Myhal
Mr. Sachin K. Aggarwal	Dr. John P. Nestor
Mr. Muhammad Basil Ahmad	Professor Shirley Neuman
Professor Mary Beattie	Ms Jacqueline C. Orange
Dr. Robert M. Bennett	Mr. John F. (Jack) Petch
Professor Philip H. Byer	Mr. Chris Ramsaroop
Mr. Bruce G. Cameron	Mr. Timothy Reid
Professor Pamela Catton	Professor Arthur S. Ripstein
Professor John R. G. Challis	Dr. Susan M. Scace
Professor Brian Corman	Mr. Amir Shalaby
Professor W. Raymond Cummins	Professor Barbara Sherwood Lollar
Mr. Brian Davis	Professor Jake J. Thiessen
The Honourable William G. Davis	Mr. Adam Watson
Dr. Alice Dong	Professor John Wedge
Dr. Inez N. Elliston	Mr. Robert S. Weiss
Ms Susan Eng	
Dr. Shari Graham Fell	Mr. Louis R. Charpentier, Secretary of the Governing Council
Mr. Mike Foderick	
Dr. Paul V. Godfrey	
Mr. Gerald Halbert	<u>Secretariat:</u>
Ms Shirley Hoy	Mr. Neil Dobbs
Professor David J.A. Jenkins	Ms Cristina Oke
Ms Françoise D. E. Ko	

Absent:

Dr. Claude S. Davis
Ms Karen Lewis
The Honourable David R. Peterson
The Honourable Vivienne Poy
Dr. Joseph L. Rotman

In Attendance:

Mr. Felix Chee, Vice-President, Business Affairs
Professor Angela Hildyard, Vice-President, Human Resources
Dr. Sheldon Levy, Vice-President, Government and Institutional Relations
Professor Carolyn Tuohy, Vice-President, Policy Development and Associate Provost
Dr. Beata FitzPatrick, Director of the Office of the President and Assistant Vice-President
Professor David Farrar, Vice-Provost, Students
Professor Vivek Goel, Deputy Provost and Vice-Provost, Faculty
Professor Ronald Venter, Vice-Provost, Space and Facilities Planning
Professor Safwat Zaky, Vice-Provost, Planning and Budget
Professor Rona Abramovitch, Director, Transitional Year Program
Ms Susan Addario, Director, Student Affairs
Mr. Mark Britt, Director, Internal Audit
Mr. Brian Burchell, President, University of Toronto Alumni Association
Mr. Michael Deck, Chair, College of Electors
Ms Sheree Drummond, Assistant Provost and Special Assistant to the Provost
Mr. Martin England, Assistant Vice-Provost, Strategic Planning
Professor Connie Guberman, Status of Women Officer
Mr. Ken Lavin, University of Toronto Faculty Association
Ms Erin McGinn, Director, Operations and Government Relations, Office of the Vice-President,
Research and Associate Provost
Ms Margaret McKone, Administrative Manager, Officer of the Governing Council
Ms Bryn McPherson-White, Director, University Events and Presidential Liaison, Advancement
Mr. Ashley Morton, President, Students' Administrative Council
Ms Silvia Rosatone, Manager of Convocation and Governance Committee Secretary
Mrs. Beverley Stefureak, Assistant Secretary of the Governing Council

1. Chair's Remarks**(a) Welcome**

The Chair welcomed members to the annual accountability meeting of the Governing Council.

The Chair invited members to introduce themselves, indicate their estate on the Council, and state the Boards and Committees on which they served. At the invitation of the Chair, the President introduced the members of his administrative team who were present.

(b) 2003 Arbour Award Winner

Members joined the Chair in congratulating Dr. Inez Elliston on receiving a 2003 Arbour Award.

(c) Audio web-cast

The Chair reminded members that the meeting was being web cast. He asked members to be aware that the web cast picked up private conversations and that they could be broadcast.

1. Chair's Remarks (cont'd)**(d) Evaluation of Governing Council Retreat**

The Chair encouraged members to complete the evaluation form for the September 3, 2003 retreat, and return it to the Secretary.

(e) Confidentiality Agreement

The Chair reminded those members who had not already done so, to sign and return the acknowledgement and undertaking of confidentiality form. He stressed that completion of the form represented an acknowledgement of an obligation members already had.

(f) Reception

The Chair reminded members and guests of the reception after the Governing Council meeting.

2. Minutes of the Previous Meeting, June 26, 2003

The minutes of the previous meeting held on June 26, 2003 were approved.

3. Business Arising from the Minutes of the Previous Meeting

The Chair reported that the one item of business arising from the June 26, 2003 minutes had been addressed at the Executive Committee meeting held on September 5, 2003 – the notice of motion proposing the discontinuation of the use of the LSAT for Law School admission. The discussion was included in Report Number 365 of the Executive Committee.

4. Report of the President

The President shared with the Governing Council his views on the mission of the University and his vision for fulfilling that mission. He also explained the role of the academic planning process and other initiatives in furthering the University's mission. His report is attached hereto as Appendix "A".

In his remarks, he made the following points:

- The University aspired to rank among the top public research and teaching universities in the world:
 - this was critical for the economic prosperity of the country and the resulting social benefits;
 - this was also a matter of equity, to provide equal access to all Canadians to the highest quality education within Canada, and was very important given that students from less well-off families often could not pursue highest quality education outside of Canada.

4. Report of the President (cont'd)

- This goal was within reach:
 - the University was currently “internationally significant” and was poised to become “internationally leading”;
 - recent progress against international standards had been benchmarked in the Performance Indicators report;
 - although the University had done extremely well in being recognized nationally (for example, ten of the sixty recently-appointed Royal Society Fellows had been from the University of Toronto), top faculty had been underrepresented in international honours.
- Academic planning was key to enabling the University to reach its goal:
 - each academic unit would be asked to identify the important research directions for the 21st century and undertake academic planning that would improve progressively their national and international rankings;
 - an excellent undergraduate educational experience would be provided by hiring faculty who would be great teachers as well as leaders in research;
 - incentives and supports for good teaching must be provided.
- The Academic Plan would also provide the framework for the University’s commitment to equity and diversity.
- Budgetary challenges included:
 - a reduction in the student:faculty ratio from 30:1 to 20:1, equivalent to peer institutions;
 - an increase in the per student endowment (currently \$20,000 US, compared to, for example, \$70,000 US at the University of Michigan);
 - an increase in the operating budget by year over year inflation, plus, ideally, another 20%;
 - the realization of \$10 million in efficiencies reallocation over the plan period.
- Human resource issues were both a major opportunity and a challenge:
 - by 2013, 40 to 45% of the University’s current faculty would have retired;
 - faculty renewal issues would be critical, and hiring and promotion had to be done extremely well;
 - quality of work life issues, as well as new compensation schemes and flexible benefits would be crucial if the University was to remain competitive in attracting young faculty;
 - graduate students, infrastructure and quality of academic colleagues were more important to young faculty than compensation in choosing a university;
 - the quality of life in the City of Toronto and its multi-cultural, multi-ethnic character were a great attraction for new faculty.
- The east and west campuses would continue to expand:
 - the Faculty of Arts & Science (St. George), the University of Toronto at Mississauga (UTM) and the University of Toronto at Scarborough (UTSC) were separate undergraduate faculties while graduate departments remained unified;
 - the planning for graduate activity on all three campuses would make this academic planning exercise more complex than previous efforts;

4. Report of the President (cont'd)

- UTM (at 11,500 students in steady state) and UTSC (at 10,000 students) would realize their potential as campuses with enrolments comparable to mid-sized universities and would be full partners in the University's academic planning and in the University's mission.
- Graduate student expansion was a priority.
 - the University was unique in the province in its mandate for professional and graduate education;
 - 32% of the province's graduate students (40% at the Ph.D level) were at the University of Toronto;
 - the University needed to develop an enrolment strategy that capitalized on this distinctive strength.
 - graduate students were the most important factor in attracting great faculty;
 - the University was in an ideal position to attract graduate students through its graduate student guarantee, the Canada Graduate Scholarship Program and the Ontario Students' Opportunity Trust Fund (OSOTF);
 - the University had a particular challenge in that its international students were not funded by the provincial government; yet to achieve its mission, the University needed to attract the best graduate students from around the world.
- Members of the Governing Council could assist the University's administration by:
 - demonstrating a willingness to support the efforts of the administration;
 - sharing their wisdom and their counsel;
 - sharing with senior administrators advocacy of the University's cause;
 - sharing the enthusiasm about the great strengths and distinctive mission of the University of Toronto.

On behalf of Governing Council, the Chair congratulated the President and his senior administration on their accomplishments to date in achieving the vision. Among the highlights noted by the Chair were the following:

- the caliber of the members of the senior management team was outstanding;
- the undergraduate enrolment expansion plan for 2003, including the accommodation of the double cohort, was achieved successfully;
- the capital expansion with hundreds of millions of dollars worth of construction has been executed almost flawlessly;
- the University was on target for its \$1 billion Campaign goal;
- the new resources brought to the University in the past year included:
 - provincial SuperBuild funding at levels not seen since the 1960s;
 - some recognition for the first time in over a decade for inflation with the Quality Assurance Fund;
 - operating funding support from the federal government for the indirect costs of research;
 - the Quality Assurance Fund and support for indirect costs of research added operating revenues equivalent to income from a \$1 billion endowment;
 - the \$150 million increase in operating revenue was equivalent to the entire budget of the Faculty of Arts and Science.

4. Report of the President (cont'd)

A member indicated his agreement with the University's position that all Canadians should have access to quality education and that additional funding was required. However, he urged the President to support a better model of funding than the current 'high tuition and high loan' model.

A member asked whether it would be appropriate to review the Statement of Institutional Purpose at the same time as the academic plan. The Provost indicated that the idea of a review of the mission statement was included in the White Paper as a recommendation. A decision had to be made about the timing – whether the review should be done at the same time as the academic planning initiative or done once the academic plans had been completed.

5. Performance Indicators for Governance: Annual Report, September 2003

Professor Tuohy thanked the staff from all of the Vice-Presidential portfolios who had worked on the report, and acknowledged in particular the efforts of Mr. Martin England, Ms Michelle Broderick, and Ms Corinne Pask-Aubé. Professor Tuohy noted that it was important for the University of Toronto to play a leadership role in developing international benchmarks. A copy of her presentation is attached hereto as Appendix "B".

The following points were made in the presentation.

- The ranking of the University of Toronto library as fourth among major North American research libraries, and second among public research universities, was an important measure.
- The international comparisons of scholarly awards was a new measure that showed that, although 7% of Canadian academics were at the University of Toronto, the proportion of selected prestigious international awards earned by the University's academics was between 13.5 and 56%.
- Graduation rates for the 1995 entering cohort were above the mean for highly selective public universities but had declined relative to the previous two cohorts.
- Graduate student satisfaction was a new measure, the result of a survey conducted by the School of Graduate Studies and sponsored by the Higher Education Data Sharing (HEDS) Consortium. More than 90% of University of Toronto graduate students ranked the overall quality of their program as good (29%), very good (46.5%) or excellent (16.3%)
- In contract research funding, the University was comparable to peer universities, but it ranked relatively low in reported gross commercialization revenues. This suggested a need for greater attention to technology transfer and to how it is measured and reported.
- Compared with international peers, the University of Toronto ranked highest in student:faculty ratio, and twentieth among American and Canadian public universities in endowment per FTE student.
- Measures of the University's financial health had been added to the Performance Indicators.
- The University of Toronto continued to lead in federal granting council funding and had increased its share.
- Doctoral attrition rates were of continuing concern, although it was anticipated that improvements in graduate student funding and supervisory practices would yield improvements for more recent cohorts.

5. Performance Indicators for Governance: Annual Report, September 2003 (cont'd)

- Class sizes had remained stable as of 2001-02 at St. George and the University of Toronto at Scarborough (UTSC) but had increased over time at the University of Toronto at Mississauga (UTM).
- Results from surveys of students indicated that accessibility to the University was being maintained.
- Academic planning would include the identification of appropriate benchmarks.

A member thanked Professor Tuohy for her presentation, then asked what the implication of the graduate completion rate was for the University. The member also asked what the target rate was for the hiring of female and of visible-minority academic staff.

At the Chair's request, the Dean of Graduate Studies replied that the School gave careful consideration to the rate of completion of graduate degrees, the time to completion, and the rate of attrition. Ideally, a PhD student would complete a degree within five years or within four years after the Master's degree. There might be good reasons why a student would withdraw from a program or take longer to complete it. However, there might also be unfortunate reasons: poor selection of students, poor supervision of students, or deficient programs. The indicators were very helpful to the School in comparing graduate units and in making comparisons with peer institutions. The numbers in the current report did not lead to any particular conclusions, but they did enable the School to sense where there might be problems and to look more deeply into them.

Professor Tuohy explained that the number of recent female PhD graduates in Canada was the benchmark used by the University to monitor the appointment rate for women. The Provost cautioned that it would not be possible in the near future to achieve a faculty consisting of one half women or with proportionate representation of visible minorities. A University's faculty turned over slowly. The University was, however, entering a period with a good opportunity for faculty and staff renewal. It planned to move aggressively to achieve its goals, and it would compete internationally to do so. With respect to visible minorities, the University had a good opportunity to exceed the proportion of candidates supplied in the Canadian PhD pool. The attractiveness of the University and the City of Toronto would provide a good basis for international recruitment. In addition, recruiting from an international pool would increase the University's opportunities of recruiting truly excellent people.

A member congratulated the administration on the accomplishments that had been reported, then asked whether information more current than 2001-02 was available. Professor Tuohy replied that the administration tried to maintain a balance between consistency across categories in the year of reporting, and being as up-to-date as possible. 2001-02 was the year in which accurate data were available in most areas. Other reports presented by members of the administration during the course of the year included more current data.

A member expressed her surprise at the proportion of students who had indicated that they would not recommend the University of Toronto to others. The member also noted that the percentage of visible minorities among the new tenure/tenure-stream faculty appointments had declined from 27% in last year's report to 25% in this year's report. With respect to the number of students who would not recommend the University, Professor Tuohy replied that it was important to compare this proportion with that reported by other universities. The University of Toronto was doing so; and it was participating in, and urging other universities to participate in, comparative studies. With respect to the percentage of visible minorities

5. Performance Indicators for Governance: Annual Report, September 2003 (cont'd)

among the new tenure/tenure-stream faculty appointments, Professor Tuohy indicated that this proportion was being monitored. She said that the proportion should be increasing rather than decreasing.

A member commented on the importance of student engagement, and referred to an article distributed by the Association of Governing Boards which emphasized the importance of retaining students.¹ At the invitation of the Chair, Professor Farrar, Vice-Provost, Students, informed members about the comprehensive survey on student life conducted annually by the National Survey on Student Engagement (NSSE).

A member commented that, in his view, the data on student financial accessibility were sparse, and asked whether there were any plans to stratify the data on parental income. Professor Tuohy replied that additional data on financial accessibility were presented in the annual report on student financial support by the Vice-Provost, Students. She undertook to consider reporting bands of parental income in the Performance Indicators Report.

A member noted the large median class size for first-year students at the University of Toronto at Scarborough (UTSC). A member replied that UTSC did not have sufficiently large classrooms to accommodate its students, leading to the use of faculty resources for multiple sections. As a result of the general shortage of facilities, laboratory periods were scheduled at 7:00 a.m., and examinations would be scheduled on Friday night, Saturday and Sunday. The member asked whether the slippage in class size would continue. Professor Tuohy replied that there might be some slippage in the immediate future, until the construction of new facilities was completed.

A member asked whether key areas for improvement had been identified by the administration and how members of the University community would know when the University of Toronto was among the best public research universities in the world. The President replied that a number of Canadian universities were considering developing a methodology similar to the National Research Council (NRC) survey of university departments that would provide a benchmark of the University's progress. The Provost added that attention would be paid to all fronts during academic planning, but particular attention would be given to the graduate student experience and to teaching excellence. Technology transfer would also be examined.

The Chair cautioned members that the Performance Indicators Report was intended to illuminate the performance of the University in certain areas, and that the indicators were not intended to be targets or goals in themselves.

A member requested that information on private bank loans be provided for the next meeting of the Governing Council. Professor Tuohy replied that information on private bank loans was available in the annual Report on Student Financial Support.² The member noted the comment on page 18 of the Report that the availability of a three-year degree at the University might have inflated graduation rates in the past, and suggested that other information was needed to reflect what was happening. The member also suggested that, if

¹ Williams, Thomas; "Enrollment Strategies to Serve Tomorrow's Students" *AGB Priorities*, Number 21, Spring 2003

² The report for 2001-02 is available at <http://www.utoronto.ca/govcncl/bac/details/ap/2002-03/apa20030205-05ii.pdf>.

5. Performance Indicators for Governance: Annual Report, September 2003 (cont'd)

50 per cent of students were graduating without debt, and Ontario Student Assistance Plan (OSAP) rates were not changing, fewer students from low-income families were coming to the University. Professor Tuohy reminded the member that the family income of students entering the University was being monitored to ensure that accessibility was being maintained.

6. Draft Consolidated Calendar of Business

The Chair reminded members that they had received the draft consolidated calendar of business for 2003-04 in their agenda packages, along with some examples of the key matters that would be considered by the Governing Council during the governance year.

7. Reports for Information

The Council received for information Reports 364 and 365 of the Executive Committee. A member expressed concern about the discussion on confidentiality contained on pages 1 and 2 in Report 365 of the Executive Committee.³

8. Question Period

A member requested information about permanent space for the Campus Co-op Day Care. At the invitation of the Chair, Professor Hildyard replied the matter was being actively pursued, but, to date, no space had been found.

IN ACCORDANCE WITH A DETERMINATION BY THE EXECUTIVE COMMITTEE PURSUANT TO SECTIONS 38 AND 40 OF BY-LAW NUMBER 2, ITEMS 9 AND 10 WERE CONSIDERED BY THE GOVERNING COUNCIL *IN CAMERA*.

9. Senior Appointment

On motion duly moved and seconded,

It was RESOLVED

THAT the position of Associate Vice-Provost, Relations with Health Care Institutions be established;

and

THAT Professor John Wedge be appointed as Associate Vice-Provost, Relations with Health Care Institutions for a two and one-half year term from July 1, 2003 until December 31, 2005.

³ At the beginning of September 2003, members of the Governing Council were asked to sign an Acknowledgement and Undertaking of Confidentiality in order to formally acknowledge their individual responsibilities and commitment with respect to their duties to the University and to maintaining confidentiality in particular matters.

10. Committee Assignment, 2003-04

On motion duly moved and seconded,

It was RESOLVED

THAT Ms Françoise Ko be appointed to the part-time undergraduate / graduate student seat on the Executive Committee for the 2003-2004 academic year, effective immediately.

The meeting adjourned at 6:30 p.m.

October 10, 2003

Secretary

Chair

Appendix "A"

President's Report to Governing Council
September 18, 2003

The University of Toronto aspires to rank among the top public research and teaching universities in the world. It is critical for our nation, for its economic prosperity and the resulting social benefits, that Ontario and Canada have a number of universities that rank with the best in the world. Such institutions will ensure that the children of modest income Canadians have equitable access to affordable world-class education within Canada - a quality Canadian education comparable to what is available to the children of Canadians who can afford to send them to the best universities abroad.

The University of Toronto is well positioned to realize this goal. We are already an "internationally significant" institution poised to become an "internationally leading" one. Our great faculty have brought us within reach of our goal and, with added will and good planning, energy and effort in exercising new standards, we can move to the next level.

These standards will be defined in our Academic Plan. The Plan will require that we make continued progress in building a high-quality faculty, adding to a very strong base that already exists at the University of Toronto. All departments will be asked to do academic planning that will improve progressively their national and international rankings, by identifying those areas they believe will be at the forefront of knowledge, and by confronting the need to relinquish some areas of scholarship that may be less relevant to our future aspirations. Our planning will also ensure that we hire committed teachers who will play a leadership role in research while providing an excellent education to our 52,000 undergraduate students. Moreover, the Academic Plan will reflect our continuing commitment to equity, diversity and accessibility.

How do we achieve this vision when our peer universities internationally are so much better funded? How do we overcome a student-faculty ratio of 30:1 at the University of Toronto as compared to 20:1 at top-ranked American public universities? We need to increase our budget by year over year inflation plus 20 per cent. Such a resource generation strategy will require that we make our case in many different constituencies. We will continue to seek inflation in our grant from the Province, having had some small recognition of inflation for the first time in twelve years through the Quality Assurance Fund. We will work to increase our share of overhead on research from the Federal government from 20 per cent to 40 per cent (a level comparable to our US peer universities) and continue to increase our research funding. We have also reviewed our investment strategies and asset mixes of both the endowment and the pension fund and we are implementing revisions to ensure a more reliable return on investment. Starting next year, we will be investing \$10 million annually to address our deferred maintenance and we are exploring other avenues for infrastructure renewal. We will be highly strategic about our capital expansion program and by working with the government to fund partially the capital debt now paid from our operating budget. As we near the end of our \$1 billion fund-raising campaign, we will focus on sustaining our annual giving at the level of the Campaign (some \$80 to \$100 million per annum compared to our pre-campaign level of \$20 million). In spite of the obvious unprecedented success of the Campaign, our per student endowment remains far below that of our peers (\$20,000 US per student compared to the University of Michigan's \$70,000 per student, for example). Additionally, we must develop a variety of strategies to build awareness of the University's emerging academic priorities and aspirations with our alumni and friends. Apart from resource generation, we are also planning to realize \$10 million in efficiencies reallocation.

Our academic plan anticipates additional budgetary challenges. Fully 40 to 45 per cent of our faculty will retire by 2013. This is our greatest source of human capital which must be deployed in accordance with the goals of our academic planning. This necessitates a focus on human resource development, with special attention to faculty renewal issues, particularly the issue of mandatory retirement for those who face leaving the work force and quality of work life issues, as well as new compensation schemes and flexible benefits for the younger faculty we are looking to attract and retain.

At our east and west campuses, controlled expansion is underway. The University of Toronto at Mississauga plans to expand from some 6000 students to 11,500 in 2006-07, while the University of Toronto at Scarborough will move to just over 10,000 students in the same time-frame. Both campuses have plans for additional capital expansion as well as for the development of increased graduate activity. A generation after their founding, UTM and UTSC are embarking on the next historic phase of their evolution with the conditions in place to allow them to become full partners in the University's mission to rank among the world's top public universities. This academic planning across the three campuses will be more complex than previous efforts because of the need to plan for tri-campus graduate activity.

While our focus for the last several years has been on expansion at the undergraduate level in order to accommodate the double cohort and overall enrolment growth, our approved Framework for Enrolment Planning envisaged that expansion would not change our proportion of graduate to undergraduate enrolment. Indeed we are the only university in the Ontario system with a 2:1 ratio, having 32 per cent of the graduate students (40 per cent at the Ph.D. level) and 16 per cent of the undergraduate students in the Province. Our focus now must shift to graduate enrolment as the demand for graduate and professional programs will increase in the wake of burgeoning undergraduate enrolments and rising labour market demands. We must work with the provincial government to develop a funding formula that includes all eligible graduate students. (We currently have some 500 unfunded places or put another way, there is some \$5 million to \$7.5 million that we are not receiving.) Attracting outstanding graduate students will largely determine our future success as a premier public teaching and research university. Fortunately, conditions for attracting top graduate students are the best they have ever been given our own graduate student funding guarantee, the Canada Graduate Scholarship Program, and the new round of OSOTF. We must therefore develop an enrolment funding strategy that capitalizes on this distinctive strength of the University of Toronto.

In summary, the University of Toronto is poised to become an "internationally leading" university. We look to our governors for a real willingness to support our efforts to realize our vision by sharing our advocacy and enthusiasm about the great strengths and distinctive mission of the University of Toronto.