

UNIVERSITY OF TORONTO  
**THE GOVERNING COUNCIL**

**Thursday, September 23, 2004**

MINUTES OF THE GOVERNING COUNCIL meeting held on Thursday, September 23, 2004 at 4:30 p.m. in the Council Chamber, Simcoe Hall.

Present:

Ms Rose M. Patten (In the Chair)	Professor Ian R. McDonald
The Honourable Frank Iacobucci, Interim President	Mr. Stefan A. Neata
Ms Holly Andrews-Taylor	Dr. John P. Nestor
Professor Mary Beattie	Mr. Richard Nunn
Dr. Robert M. Bennett	Ms Jacqueline C. Orange
Professor Philip H. Byer	Mr. Andrew Pinto
Dr. John R. G. Challis	Mr. Timothy Reid
Mr. Shaun Chen	Ms Marvi H. Ricker
Professor Brian Corman	Professor Arthur S. Ripstein
Professor W. Raymond Cummins	Professor Barbara Sherwood Lollar
Mr. Brian Davis	Mr. Stephen C. Smith
The Honourable William G. Davis	Miss Maureen J. Somerville
Dr. Alice Dong	Professor Jake J. Thiessen
Ms Susan Eng	Ms Oriel Varga
Dr. Shari Graham Fell	Professor John Wedge
Mr. Paul V. Godfrey	Mr. W. David Wilson
Professor Vivek Goel	
Dr. Gerald Halbert	Mr. Louis R. Charpentier,
Ms Shaila R. Kibria	Secretary of the Governing Council
Dr. Joel A. Kirsh	
Ms Françoise Dulcinea Ko	<u>Secretariat:</u>
Mr. Ari David Kopolovic	Mr. Neil Dobbs
Mr. Joseph Mapa	Ms Cristina Oke
Professor Michael R. Marrus	

Absent:

Professor Pamela Catton	Mr. John F. (Jack) Petch
Mr. P.C. Choo	The Honourable David R. Peterson
Dr. Claude S. Davis	The Honourable Vivienne Poy
Mr. George E. Myhal	Mr. Robert S. Weiss

In Attendance:

Professor Angela Hildyard, Vice-President, Human Resources and Equity  
Ms Catherine Riggall, Interim Vice-President, Business Affairs  
Professor Carolyn Tuohy, Vice-President, Government and Institutional Relations  
Professor David Farrar, Deputy Provost and Vice-Provost, Students  
Dr. Beata Fitzpatrick, Assistant Vice-President and Director, Office of the President  
Ms Rivi Frankle, Assistant Vice-President, University Advancement  
Professor Edith Hillan, Vice-Provost, Academic  
Professor Ronald Venter, Vice-Provost, Space and Facilities Planning

In Attendance (cont'd):

Professor Safwat Zaky, Vice-Provost, Planning and Budget  
Professor Rona Abramovitch, Director, Transitional Year Program, and Provost's  
Advisor on Outreach and Access  
Mr. Andrew Drummond, Assistant Secretary of the Governing Council  
Ms Sheree Drummond, Assistant Provost  
Professor George Luste, President, University of Toronto Faculty Association  
Ms Bryn MacPherson-White, Director of University Events and Presidential Liaison  
(Advancement)  
Ms Margaret McKone, Administrative Manager, Office of the Governing Council  
Ms Silvia Rosatone, Manager of Convocation and Governance Committee Secretary  
Ms Teresa Sim, Assistant to the Chair and Secretary of the Governing Council

**1. Chair's Remarks**

**(a) Welcome**

The Chair welcomed new and returning members and guests to the first regular meeting of the Governing Council of the 2004-05 academic year.

**(b) Lieutenant-Governor-in-Council Appointments**

The Chair announced two Lieutenant-Governor-in-Council appointments to the Governing Council. On June 23, 2004, the Lieutenant Governor had issued the order that Dr. Alice Dong be reappointed a member of the University of Toronto Governing Council for a period of three years, effective from the 1<sup>st</sup> day of July 2004 to the 30<sup>th</sup> day of June 2007. On July 5, 2004, the Lieutenant Governor had issued the order that Mr. Richard Nunn be appointed a member of the University of Toronto Governing Council, effective from the 5<sup>th</sup> day of July 2004 to the 30<sup>th</sup> day of June 2007.

**(c) Susan Girard**

The Chair noted that members had received a memorandum from the Secretary informing them that Ms Susan Girard would be retiring from the University on September 30. On behalf of the Governing Council, the Chair thanked Ms Girard for her dedication and commitment to the University and its governance over the past twenty-three years and wished her well in her future endeavours. Members stood and applauded Ms Girard in recognition of her service.

**(d) Audio web-cast**

The Chair reminded members that the meeting was being broadcast on the web. She asked any guests who were invited to speak during the meeting to use a standing microphone so that their comments could be heard by those listening to the audio web cast.

**2. Minutes of the Previous Meetings: June 24 and August 16**

The minutes of the meetings held on June 24, 2004 and August 16, 2004 were approved.

**3. Business Arising**

**(a) Minutes of the Meeting of August 16, 2004, Item 1 - Appointment of the Interim President**

A member stated that she had, during the meeting of August 16, 2004, expressed a number of concerns including: (a) her disagreement with the processes contained in items 1, 2, 3 and 8 of the *Policy Respecting the Appointment of a President*; (b) her understanding of the use of Summer Executive Authority; and (c) for the appointment of the interim President, the absence of an opportunity for the Governing Council to see the names of the candidates in advance of the Council meeting.

The Chair replied that the member's comments had been made while the Council was meeting *in camera*, and that *in camera* proceedings were not recorded in the public minutes. However, the member's views, as stated at this meeting, would be recorded in its minutes.

**4. Report of the President**

The interim President stated that he was honoured to be back at the University, and he thanked members for their support. He began his report with reflections, after his twenty-year absence from the University, about what he saw to be the same, what he felt had changed, and what he thought were the challenges that the University faced.

**(a) Reflections**

The President observed that the University remained a publicly funded institution whose mission was to provide the best possible academic programs through its teaching and research. Although its ambitions had more recently been expressed in a world context – to be a leader among the world's leading public teaching and research universities – the University's fundamental mission had not changed.

He noted that, although the University had diversified its sources of revenue, it continued to depend primarily on government support, both for teaching and for research. This had been true twenty years ago and continued to be the case today. It was the reason why the current Rae Review of post-secondary education was so critical.

The President remarked that the University was also a large and complex institution with a full range of undergraduate, professional and graduate programs, three campuses, its system of federated and constituent colleges, and its network of affiliated hospitals. The challenges of management and governance of such a vast and complex system were issues that continued to face the University.

With respect to changes over the past twenty years, the President commented that the University's ambition for world leadership was greater and it functioned in a much more internationalized context. Borders had been disappearing. He also noted that, in the last twenty years, there had been tremendous increases in knowledge, and the pursuit of knowledge had become much more interdisciplinary. There was also much more international collaboration in the quest to examine and solve important issues that faced the world today.

**4. Report of the President (cont'd)**

**(a) Reflections (cont'd)**

The President observed that the context in which the University functioned had also become much more competitive. The University had to compete more vigorously for the top students, for recruitment and retention of faculty who had competing offers from top institutions, and for the best administrative staff.

In addition, the pace had also increased tremendously. This was particularly evident in senior administration and in divisional administration. The changes in the modes of communication over the last twenty years had changed how quickly knowledge was communicated and how quickly one had to be prepared to react.

The President identified some of the challenges facing the University. The University had to keep up the momentum that it had established through its academic planning framework to be a leader among the world's best public teaching and research universities. In striving to achieve this ambition, with all of its complexity, one important focus had to be concentration on its efforts to improve the student experience in every way possible.

In focusing on its role as a world leader, the University also had to ensure that pursuit of its academic mission included the important leadership role that it played in the province and in the country. Within its city or communities - Toronto, Mississauga or Scarborough - the University had an obligation to be a good neighbour and reach out to its community.

The President stated that, to meet these challenges, the University would require the same dedication from all of its many constituencies to work together towards their common goals while according respect to each other's different roles and perspectives.

He very much looked forward to the year ahead and would rely on members' advice and support in the coming year.

**(b) Government Relations**

**(i) Meetings with Government Ministers**

The interim President reported that he had met recently with the Honourable Mary Anne Chambers, Minister of Training, Colleges and Universities; the Honourable Joe Cordiano, Minister of Industry, Development and Trade; and the Honourable Greg Sobara, Minister of Finance. All three are supporters of universities.

A small group of presidents of Ontario universities had met with the Honourable Greg Sobara, Minister of Finance, to convey the message that it was unsustainable for Ontario to continue to rank tenth among the ten provinces in the amount of funding provided per student.

**4. Report of the President (cont'd)****(b) Government Relations (cont'd)****(ii) Ontario Innovation Trust**

The interim President informed members that one of the issues of immediate concern to the University involved the changes to the structure of the Ontario Innovation Trust (OIT) which provided matching funds for money received from the Federal Government through the Canada Foundation for Innovation (CFI). This funding was desperately needed to attract and retain top scholars.

Universities had been led to expect that the Province intended to continue this vital support for research, but that it was looking at a new vehicle by which to provide this support.

**(iii) Ontario Student Opportunity Trust Fund II**

The interim President indicated that another matter of concern was the Ontario Student Opportunity Trust Fund (OSOTF). Last spring, Minister Chambers had announced that the fund was capped and would be guaranteed only through 2004-05 (the original plan was to continue support through 2011). The OSOTF was a major source of needs-based student aid. Several university presidents had been arguing that they had, over recent years, built up a very successful donor culture in support of endowment for needs-based student aid and that it would be regressive to pull back from this program now as the province and universities strove to improve accessibility.

**(iv) Rae Review of Postsecondary Education**

The interim President explained that the senior administration had been working on several fronts with respect to the review. Under the leadership of Vice-President Carolyn Tuohy, a discussion "context" paper was being prepared that would be widely distributed to the University community for comment. This would inform the University's submission to the Rae Review. The University was also working closely with a group of research-intensive sister universities (McMaster, Queen's, Western and Waterloo) and more broadly with the Council of Ontario Universities (COU) in preparing their messages to the Rae Review.

The President explained that the executive heads of the COU had met in a one-day retreat, principally to discuss the Rae Review, along with other issues. The Provost had also organized a retreat for Principals and Deans, which had resulted in many constructive comments.

He also reported that the executive heads of COU, in their meetings with ministers, particularly with Minister Sorbara, had emphasized that Ontario universities must, at minimum, receive sufficient public funding to come back to the national average. It was not sustainable for Ontario to remain 10<sup>th</sup> out of ten provinces in support of post-secondary education.

#### 4. Report of the President (cont'd)

##### (c) Update on the Varsity Project

The interim President reminded members that no decision on the Varsity development project had been made by the administration of the University. Over the summer there had been extensive consultations and many concerns had been raised. As a result, there was a new design for the Varsity stadium which addressed some of the most pressing concerns. This design eliminated the need to close Devonshire Place, and moved the “bowl” of the stadium to the east, overtop the arena.

The President indicated that the University had not yet received the costing for this design and had therefore not yet determined if it could be completed within the \$80 million envelope that was available for this project. Traffic flow, parking and acoustical studies had yet to be completed. The administration was also preparing to present the alternatives – do nothing or do something intermediate (a 5,000 seat stadium, for example) and to advise what the implications of these options would be. Subject to obtaining information on cost and other studies, it was the intent on the administration to proceed to governance in the October cycle, beginning at the October 19 meeting of the Planning and Budget Committee. An information meeting for all governors and Board members would be held on October 14<sup>th</sup> to allow a thorough airing of the questions before proceeding to the review and approval process.

A member asked how alternative proposals would be developed. The President replied that the proposals that had been developed over the past few years would be updated and presented as alternatives. A member asked whether students would be consulted as planning progressed. The President replied that student leaders would be involved in consultations as the project evolved. A member asked about the contract between the University and the Toronto Argonauts Football Club. The President replied that there had been an undertaking by the Toronto Argonauts to pay any expenses incurred to do the necessary preliminary work for the Varsity project. A member noted that the change in design which allowed Devonshire to remain open was important to students.<sup>1</sup>

#### 5. Performance Indicators for Governance: Annual Report, September 2004

The Chair reminded members that the Performance Indicators were a key element of the Governing Council’s responsibility with respect to accountability. The report was presented for information and discussion.

##### (a) Presentation

Professor Tuohy highlighted the key points of the seventh annual report on Performance Indicators for Governance.

The following points were made in the presentation.

- The University of Toronto library continued to rank fourth among research universities in North America and second among public research universities.

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<sup>1</sup> Secretary’s Note: On September 30, 2004, the University announced that it would not proceed with the Varsity Centre project.

## 5. Performance Indicators for Governance: Annual Report, September 2004 (cont'd)

### (a) Presentation (cont'd)

- University of Toronto faculty accounted for 7% of the faculty in Canadian universities, but received 40% of select honours awarded by national bodies and 66.7% of select honours awarded by international bodies to Canadian academics.
- The University of Toronto's faculty ranked second among Association of American Universities (AAU) and G10 public institutions in the number of citations in scientific publications.
- A pilot Survey of Earned Doctorates (SED) had been conducted in 2002-03 by Statistics Canada and involved graduates from the University of Toronto and the Université de Montréal. In 2003-04, graduates of 40 Canadian universities had been surveyed, and comparative data from this survey would be provided next year.
- First year retention and six-year graduation rates at the University of Toronto compared favorably with the category of highly selective public research universities in the USA, but there was room for improvement in graduation rates.
- The mean degree completion rate within seven years of starting a program of study for the University of Toronto was higher than that for the university system. This indicator required monitoring.
- The student:faculty ratio of the University of Toronto (30.4:1) was 35% greater than that of its AAU peers (22.5:1).
- The ratio of the University's resources to long-term debt (5.82 in 2003) was approaching the median ratio of total resources to long-term debt (1.72 in 2003).
- Results from the National Survey of Student Engagement (NSSE) would be included in the 2005 Performance Indicators report and used as baseline data to monitor progress against *Stepping UP* goals.
- The University of Toronto was second to Queen's University in research yield (ratio of the University's share of research funding to its share of national eligible faculty) for funding from the National Sciences and Engineering Research Council (NSERC), and third to the Université de Montréal and the University of British Columbia (UBC) in research yield for funding from the Social Sciences and Humanities Research Council (SSHRC).
- The completion rates for the 1994 Doctoral Cohort in Humanities was near the mean for research-intensive universities in Canada, but lower than that of several peers. Completion rates for the 1994 Doctoral Cohort in Social Sciences and in Physical and Life Sciences were slightly above the mean.
- The yield rate (the number of students who actually register as a percentage of offers made) remained stable in Arts and Science on all three campuses, but had declined slightly in Engineering.
- Entering averages were slightly higher in Music and Commerce, while remaining stable in other programs. The gap in entering averages between St. George, UTM and UTSC had narrowed over the past two years. In Commerce programs, where the UTSC program was a distinctive one, the entering average of USC students exceeded that on the St. George campus.
- Class sizes had increased, although the percentage of classes in the 16 to 30 student range had remained constant.

**5. Performance Indicators for Governance: Annual Report, September 2004 (cont'd)****(a) Presentation (cont'd)**

Professor Tuohy reviewed the timelines and deliverables of the *Rae Review on Post-secondary Education (Review)*, and explained how the data in the Performance Indicators Report could be used in the University's submission to the *Review*.

- The *Review* would be issuing a discussion paper on October 1, 2004. The report of the *Review* was scheduled to be released in January 2005.
- The University would release a context paper in parallel with the *Review*'s discussion paper. This context paper would provide information about the University's situation and experience in the current provincial, national and international context.
- The University provided a distinctive contribution to post-secondary education in Ontario: approximately 40% of students in first-entry programs came from families with incomes less than \$50,000; approximately 40% were born outside Canada; approximately 33% came from families whose parental education was less than post-secondary.
- The University was a presence on the international stage in terms of its library, faculty honours, publications and citations. In addition, it had the fourth largest academic health science complex in North America.
- The University played a major role in educating the educators and innovators in Canada. It offered the broadest scope of professional programs in the country, and was the largest contributor of health professionals.
- The University was a driving force within the metropolitan area, with the cultural linkages, economic contributions, outreach and life-long learning opportunities that it provided.
- Participation rates were increasing, but a number of accessibility challenges remained.
- Ontario students deserved an education of an international standard of quality, including leading faculty, reduced student:faculty ratios, facilities, comprehensive program options, and diverse experiences.
- Operating funding for graduate enrolment had been capped since 2001-02, which exacerbated the problem of Ontario graduating proportionately fewer masters- and PhD-holders than peer jurisdictions in the United States.
- In 2003, Ontario ranked last among the provinces in terms of university spending per student, per capita, or any other measure. This shifted a greater portion of the financial responsibility for university education from government to students and their parents, and left most universities worse off.

**(b) Discussion**

A member noted that bank loans had not been reflected in sections 27 and 28 on Financial Accessibility. Professor Tuohy replied that this question arose regularly. The only comprehensive information available on debt was Ontario Student Assistance Program (OSAP) debt for graduates of first-entry programs. Survey data regarding bank loan debt was available in the annual report of the Vice-Provost, Students.

**5. Performance Indicators for Governance: Annual Report, September 2004 (cont'd)**

**(b) Discussion (cont'd)**

A member asked what proportion of undergraduates went on to graduate work. Professor Tuohy undertook to provide an answer to the member.

A member commented on the lack of data on undergraduate student experience in the Performance Indicators Report. Professor Tuohy agreed that information about student satisfaction was important, and that data from the National Survey of Student Engagement (NSSE) would be presented at the University Affairs Board in 2005. Professor Goel added that improving the student experience was the number one priority emerging from *Stepping UP*. A member noted that data from the Higher Education Data Sharing consortium provided detailed information on the graduate student experience.

A member referred to the chart of the source of donations for the Campaign and the Advancement Program on page 76 of the Performance Indicators Report, and stated that students were concerned about corporate donations.

The member gave the following notice of motion:

Be It Resolved

THAT the University of Toronto strike an expansive committee, the mandate of which is to lobby the government and garner a wide base of support from the community, in order to hold all levels of government accountable to a publicly funded open and accessible education system, and ensure with the following:

1. Adequate government transfer payments with funding not in any way contingent on private and corporate donations.
2. A National Needs Based Grant System with substantial support for equity seeking groups.

The committee is to include:

- a) Academics
- b) Administrative staff
- c) Numerous Student group representatives from the Graduate Students' Union, the Association of Part-time Undergraduate students, and the Students' Administrative Council
- d) Community organization representatives.

The Committee once established will work on developing research, liaising with community organizations, encouraging community involvement through consultations, events, and town halls in addition to lobbying the government.

A member asked when the consultations for the Rae Review would be held. Professor Tuohy replied that there would be a round table held in Scarborough on November 15, in Mississauga on December 3, and in Toronto on December 8.

A member expressed his concern about the increase in class size shown in the Performance Indicators report. A member suggested that the University's response to the Rae Review include an indication of the amount of funding required to implement each improvement.

**5. Performance Indicators for Governance: Annual Report, September 2004 (cont'd)**

**(b) Discussion (cont'd)**

On behalf of the Governing Council, the President commended his colleagues for the work that had been done on the performance indicators.

**6. Draft Consolidated Calendar of Business, 2004-05**

Members received for information the draft consolidated calendar of business for 2004-05. The Chair noted that this was a living document that would be updated throughout the year. The consolidated calendar was available on the Governing Council website

**7. Reports for Information**

Members received the following reports for information:

Report 135 of the Business Board

Reports 376, 377 and 378 of the Executive Committee.

A member asked about the downgrading of the University's credit rating by the Dominion Bond Rating Service, which had been announced on September 15, 2004. Members had been advised that the downgrade was a reflection of the planned increase in the University's debt, and the impact of the tuition fee freeze on the University's revenues. The member said she had been told by representatives of the provincial government that Universities had received full replacement funding for the tuition freeze. Professor Goel replied that the University had received tuition replacement funding, but the Quality Enhancement fund had not been increased according to previous commitments, which had resulted in fewer resources being available to the University.

**8. Date of the Next Meeting**

The Chair reminded members that the next regular meeting of the Governing Council was scheduled for **Monday November 1** at 4:30 pm.

**9. Question Period**

Members had no questions for members of the senior administration.

**10. Other Business**

A member asked about the status of the complaint concerning the treatment by the campus police that had been reported by a former member of the Governing Council at the meeting of June 24, 2004. Ms Riggall replied that the individual had declined to file an official complaint and the case had been closed.<sup>2</sup>

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<sup>2</sup> Secretary's note: Subsequent to the meeting, it was determined that the complainant had signed an official complaint on September 9, 2004. Following standard procedure, the complaint was forwarded to the Metropolitan Toronto Police for investigation. The Metropolitan Toronto police have referred the complaint back to the campus police for an internal investigation, which will commence immediately.

**10. Other Business (cont'd)**

The member inquired about the status of the committee established by the Canadian Association of University Teachers (CAUT) to study allegations of racism at the University of Toronto, particularly the case of Dr. Kin-Yip Chun. The establishment of this committee had been noted by a former member of the Governing Council at the meeting of June 24, 2004. Professor Goel suggested that the member contact CAUT directly regarding the inquiry, as personnel matters were not discussed by the Governing Council in open session.

IN ACCORDANCE WITH A DETERMINATION BY THE EXECUTIVE COMMITTEE PURSUANT TO SECTION 38 OF BY-LAW NUMBER 2, THE GOVERNING COUNCIL CONSIDERED THE FOLLOWING RECOMMENDATIONS *IN CAMERA*.

**11. Board and Committee Assignment, 2004-05**

On motion duly moved and seconded,

It was RESOLVED

THAT Mr. Richard Nunn be appointed as Vice-Chair of the Business Board for 2004-05, effective immediately.

**12. Presidential Search Committee - Membership**

On motion duly moved and seconded,

It was RESOLVED

THAT the following be appointed as members of the 2004 Presidential Search Committee:

**Administrative Staff**

Ms Margaret Hancock, Warden of Hart House

**Alumni**

Ms Shirley Hoy (Victoria College, Social Work)

Mr. Joseph Mapa (New College, OISE/UT)

Ms Jacqueline (Jackie) Orange (St. Michael's College)

**LGIC Appointees to the Governing Council**

Ms Rose M. Patten (Chair of the Governing Council and Chair of the Committee)

Mr. John F. (Jack) Petch

Mr. W. David Wilson

**Students**

Mr. Bruce Cameron (Full-time Undergraduate, Engineering Science)

Ms Linda B. Gardner (Part-time Undergraduate, Woodsworth College)

Mr. Mahadeo Sukhai (Graduate student, Medical Biophysics)

**Teaching Staff**

Professor Paul Gooch (Philosophy, Centre for Religious Studies, Victoria University)

Professor Cheryl Misak (Philosophy, University of Toronto at Mississauga)

**12. Presidential Search Committee – Membership (cont'd)**

University Professor Peter St. George-Hyslop (Medicine, Centre for Research in Neurodegenerative Diseases)

Professor Molly Shoichet. (Chemical Engineering and Applied Chemistry)

University Professor Janice Stein (Political Science, Munk Centre of International Studies)

The Chair of the Governing Council, Ms Rose M. Patten, will chair the committee; Mr. Louis R. Charpentier, Secretary of the Governing Council, will serve as Secretary.

The meeting adjourned at 6:30 p.m.

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Secretary

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Chair

October 25, 2004