

UNIVERSITY OF TORONTO  
**THE GOVERNING COUNCIL**

**Thursday October 30, 2003**

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

Present:

Dr. Thomas H. Simpson (In the Chair)  
Ms Rose M. Patten, Vice-Chair  
Professor Robert J. Birgeneau, President  
Mr. Sachin K. Aggarwal  
Professor Mary Beattie  
Dr. Robert M. Bennett  
Ms Murphy Browne  
Professor Philip H. Byer  
Mr. Bruce G. Cameron  
Professor Brian Corman  
Professor W. Raymond Cummins  
Mr. Brian Davis  
The Honourable William G. Davis  
Dr. Alice Dong  
Dr. Inez N. Elliston  
Ms Susan Eng  
Mr. Mike Foderick  
Dr. Gerald Halbert  
Professor David J.A. Jenkins  
Ms Françoise D. E. Ko  
Ms Karen Lewis

Professor Michael R. Marrus  
Professor Ian R. McDonald  
Dr. John P. Nestor  
Professor Shirley Neuman  
Ms Jacqueline C. Orange  
Mr. John F. (Jack) Petch  
Mr. Chris Ramsaroop  
Mr. Timothy Reid  
Professor Arthur S. Ripstein  
Professor Barbara Sherwood Lollar  
Professor Jake J. Thiessen  
Mr. Adam Watson  
Mr. Robert S. Weiss

Mr. Louis R. Charpentier,  
Secretary of the Governing Council

Secretariat:

Mr. Neil Dobbs  
Ms Cristina Oke

Absent:

Mr. Muhammad Basil Ahmad  
Professor Pamela Catton  
Professor John R. G. Challis  
Dr. Claude S. Davis  
Dr. Shari Graham Fell  
Dr. Paul V. Godfrey  
Ms Shirley Hoy

Mr. George E. Myhal  
The Honourable David R. Peterson  
The Honourable Vivienne Poy  
Dr. Joseph L. Rotman  
Dr. Susan M. Scace  
Mr. Amir Shalaby  
Professor John Wedge

In Attendance:

The Honourable Mary Anne Chambers, Minister of Training, Colleges and Universities  
Mr. Felix Chee, Vice-President, Business Affairs  
Dr. Jon Dellandrea, Vice-President and Chief Advancement Officer  
Professor Angela Hildyard, Vice-President, Human Resources  
Dr. Sheldon Levy, Vice-President, Government and Institutional Relations  
Professor Ian Orchard, Vice-President and Principal, University of Toronto at Mississauga  
Professor Carolyn Tuohy, Vice-President, Policy Development and Associate Provost  
Mr. John Bisanti, Chief Capital Projects Officer  
Professor David Farrar, Vice-Provost, Students  
Dr. Beata FitzPatrick, Director of the Office of the President and Assistant Vice-President  
Ms Rivi Frankle, Assistant Vice-President, Alumni and Development  
Professor Vivek Goel, Deputy Provost and Vice-Provost, Faculty  
Ms Christina Sass-Kortsak, Assistant Vice-President, Human Resources  
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 Sue Bloch-Nevitte, Director, Public Affairs and Advancement Communications  
Mr. Andrew Drummond, Special Projects Officer, Office of the Governing Council  
Ms Sheree Drummond, Assistant Provost and Special Assistant to the Provost  
Mr. Kevin Constante, Deputy Minister, Ministry of Training, Colleges and Universities  
Dr. Adrienne Galway, Senior Policy Advisor on University Sector, Ministry of Training, Colleges and Universities  
Ms Susan Girard, Assistant Secretary of the Governing Council  
Professor Connie Guberman, Status of Women Officer  
Mr. Paul Holmes, Judicial Affairs Officer, Officer of the Governing Council  
Mr. Ken Lavin, University of Toronto Faculty Association  
Ms Myra Lefkowitz, Manager, Health and Wellbeing Programs and Services  
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 Rosie Parnass, Quality of Work Life Advisor and Special Assistant to the Vice-President, Human Resources  
Ms Silvia Rosatone, Manager of Convocation and Governance Committee Secretary  
Mrs. Beverley Stefureak, Assistant Secretary of the Governing Council  
Ms Jude Tate, Coordinator, Lesbian, Gay, Bisexual, Transgender, Queer Resources & Programs Office  
Ms Mary Ward, University Ombudsperson

**1. President's Report: Advancement Update**

On motion duly moved and seconded,

It was RESOLVED

THAT the Governing Council go into Committee of the Whole *in camera* to consider the President's Report: Advancement Update and that the following people be invited to participate in the discussion: Ms Bloch-Nevitte, Mr. Chee, Dr. Dellandrea, Ms Drummond, Professor Farrar, Dr. FitzPatrick, Ms Frankle, Professor Goel, Professor Hildyard, Dr. Levy, Ms MacPherson-White, Professor Orchard, Professor Tuohy, Professor Venter, Professor Zaky.

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THE COMMITTEE OF THE WHOLE ROSE TO MAKE ITS REPORT TO COUNCIL.

The Vice-Chair reported that the Committee of the Whole had received information concerning advancement activities, and that no decision had been required.

**2. Chair's Remarks**

**(a) Welcome**

The Chair welcomed Ms Murphy Browne, part-time undergraduate student, to her first meeting as a member of the Governing Council.

**(b) Audio Web Cast**

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

**3. Minutes of the Previous Meeting, September 18, 2003**

The minutes of the previous meeting held on September 18, 2003 were approved.

**4. Business Arising from the Minutes of the Previous Meeting**

There was no business arising.

**5. Report of the President**

**(a) Election and Provincial Government Relations**

The President spoke to the University's response to the recent change of provincial government. He expressed his delight at the appointment of the Honourable Mary Anne Chambers as Minister of Training, Colleges and Universities. He described the initiatives that the University had undertaken to contact members of the newly elected provincial government. Meetings were being held for groups of members of the provincial legislature on each of the three campuses, and the President would be meeting formally with key ministers.

The President identified a number of issues of concern to the university sector:

- The status of the commitments made by the previous government;
- The campaign promise of a tuition freeze, and the impact of such a freeze if offsetting revenues were not provided by the government;
- The campaign promise of funding for 50,000 additional students – it was unclear what exactly this campaign commitment entailed;
- The campaign promise of tuition relief (a reduction by half) to the 10% of students most in need across the province.

The President highlighted some of the budget commitments made by the previous government on which all universities had based their plans for the next few years. These included for the Ontario University system:

- Increased operating funding of \$175 million by 2005-06;
- Funding from the Quality Assurance Fund, which was to rise to \$200 million by 2006-07;
- The impact of a two-year tuition freeze – estimated to be \$151 million (\$45 million of this would be the funding set aside for financial aid);

**5. Report of the President (cont'd)****(a) Election and Provincial Government Relations (cont'd)**

- Funding for the second round of the Ontario Student Opportunity Trust Fund (OSOTF II), totaling \$400 million over 8 years;
- Funding of \$300 million for the Ontario Innovation Trust (OIT) which was crucial to obtaining matching funds from the Canada Foundation for Innovation (CFI);
- Funding of \$1 billion over 10 years to the Cancer Research Institute of Ontario to strengthen cancer research. This is funding from which our health scientists would hope to benefit.

The President stated that he was optimistic about the new government and its commitment to education.

**(b) *Stepping Up*: The Academic Plan for the University of Toronto, 2004-2010**

At the invitation of the President, the Vice-President and Provost described the academic planning process that was currently underway. Professor Neuman made the following points in her presentation:

- An academic plan sets directions, makes choices and sets priorities for the plan period.
- The University sets the institutional vision, mission, values and goals.
- Departments and faculties deliver the teaching, research and public stewardship of ideas of the University; therefore academic planning must begin in departments and faculties.
- The vision proposed by *Stepping Up* is that the University of Toronto will be a leader among the world's best public teaching and research universities.
- The mission proposed by *Stepping Up* is that the University of Toronto will:
  - exercise exemplary public stewardship of ideas;
  - offer undergraduate, professional, and graduate degree programs of the highest quality to students in an environment which provides a richly complex and supportive student experience;
  - provide, from across the university, international leadership in research;
  - realize an exemplary degree of equity and diversity throughout the university community.
- The values underlying the academic plan are:
  - Public stewardship depends on academic freedom coupled with academic responsibility.
  - Great universities:
    - encourage strategic intellectual risk-taking in research, teaching and learning;
    - foster intellectual excitement;
    - foster and support teaching and research strengths;
    - enable student learning and foster a supportive and rich student experience;
    - have highly responsible governance at every level.
  - The social and intellectual diversity of the university is enriched by:
    - recruiting from the most diverse pool of staff, student and faculty applicants possible;
    - ensuring accessibility for students.
- The goals of the academic planning exercise include:
  - Creating intellectual excitement by the quality of the work done throughout the university;

**5. Report of the President (cont'd)****(b) *Stepping Up: The Academic Plan for the University of Toronto, 2004-2010***  
(cont'd)

- Continuing to appoint, tenure and retain the best educated, most intellectually creative and most diverse faculty that can be identified through pro-active international recruitment;
- Enabling the work, careers and leadership of staff;
- Continuing to recruit students, staff and faculty that are diverse in cultural, ethnic and socioeconomic background, that include women, disabled persons and those of different sexual orientations, who will contribute to the intellectual diversity of the university;
- Ensuring a high quality of student experience, both within and beyond the classroom;
- Ensuring a high quality of graduate teaching and supervision;
- Recruiting the undergraduate, professional and graduate students with the strongest academic records in Canada;
- Continuing to guarantee that no student admitted to the University is unable to come as a consequence of financial need;
- Maintaining or establishing international leadership in research in most areas of the university's endeavours;
- Fostering and supporting research and teaching that falls outside usual academic structures and practices;
- Ensuring strong academic and professional managerial leadership and constructive collaborative, transparent governance at every level of the University;
- Increasing total revenues over the next ten year by 30% or more, plus inflation.

A member congratulated the Provost on the goals of equity and diversity that had been articulated.

**6. Minister of Training, Colleges and Universities**

The Chair welcomed to the meeting the Honourable Mary Anne Chambers, Minister of Training, Colleges and Universities.

On motion duly moved and seconded,

It was RESOLVED

THAT the Governing Council congratulate the Honourable Mary Anne Chambers, newly-appointed Minister of Training, Colleges and Universities, and wish her well in her exciting and challenging role.

The Minister introduced two senior members of the Ministry staff who had accompanied her: Mr. Kevin Constante, Deputy Minister, Ministry of Training, Colleges and Universities, and Dr. Adrienne Galway, Senior Policy Advisor on the University sector. The Minister commented that she was thrilled to have been assigned the portfolio of Training, Colleges and Universities, and that she looked forward to hearing from those involved in this sector. She expressed her belief that individuals and institutions who had achieved success had a responsibility to share with those who had not yet achieved success.

The Chair thanked the Minister for her remarks. The Minister and her staff withdrew.

## 7. Ombudsperson: Annual Report and Administrative Response

The Chair welcomed Ms Mary Ward, University Ombudsperson, to the meeting. He reminded members that the University Ombudsperson was responsible to the Governing Council, through its Chair. As part of this responsibility, she reported annually on her activities. The administration had prepared its response to the Report, and both documents had been circulated to members.

At the invitation of the Chair, Ms Ward informed members that, in preparing this year's annual report, she had reviewed the format of the Office's annual reports over the years, and she had observed that the annual reports often included updates about the Administration's various initiatives that addressed concerns and recommendations identified in previous annual reports. Specific, new recommendations for consideration related to these issues had not been presented, and additional feedback from the Administration in terms of its response had not been invited. The format of past reports could be described as a series of more general observations to the wider University community rather than items for further attention and action by the Administration, or new issues on which Governors might wish to focus their attention. The annual reports contained considerable repetitive content, year-to-year.

Ms Ward explained that she had altered the format of this year's report in view of the repetitive nature of past reports, and in light of the fact that important historical context about the Office was necessary for the newer members of the Governing Council, and for those Governing Council members who would be involved in the upcoming mid-term operational review of the Office.

She had included in the report a listing of the Administration's various initiatives over the past five years that related to her previous annual report recommendations, rather than a more detailed summary of each. Her intention was to create a more concise report, informed by the case-driven nature of the Office's work, within a constructively critical framework. The report was designed to better focus the attention of the Administration and of the Governing Council membership on (a) any newly emerging trends and patterns related to the Ombudsperson's caseload, and (b) requiring specific recommendations regarding University policy and procedure.

Ms Ward noted that her annual reports over the past five years had included about thirty recommendations and/or critiques related to specific issues and/or areas of concern arising from her caseload. The Administration had undertaken twenty different initiatives to address and/or ameliorate the problems addressed by these thirty recommendations.

Ms Ward indicated that the summary document included in the report was intended to provide helpful contextual information about the Office's history and the past five years of operation for the purposes of the Governing Council's upcoming mid-term review. She had summarized (a) the outcome of the Governing Council's last operational review of the Office of the University Ombudsperson completed in May of 2001, and (b) the operational improvements enabled by the reinstatement of the Ombudsperson to a full-time position and the increased resources which had arisen from the operational review.

Ms Ward commented that her main challenge related to caseload management with her increased time at the University of Toronto at Mississauga (UTM) and the University of Toronto at Scarborough (UTSC) and her increased caseload across the three campuses, year-to-date. It remained a challenge to maintain sufficient focus on the more complex issues brought to her attention and on those cases in which her office represented the final avenue of

**7. Ombudsperson: Annual Report and Administrative Response (cont'd)**

recourse for community members who had not been able to resolve their concerns at earlier points of the process.

The President congratulated Ms Ward on her work on the three campuses, and commented that he was pleased that many of the issues that had been flagged in the past had been addressed.

A member asked whether the Ombudsperson was available to students in the evenings. Ms Ward replied that she made herself available in the evenings upon request. The member asked how many students from the School of Continuing Studies (SCS) accessed the Ombudsperson's Office. Ms Ward replied that under 5 per cent of the cases were initiated by SCS students.

A member congratulated the Ombudsperson on her report, and expressed the view that UTSC would benefit from a full-time diversity officer. A member commented that there was a full-time diversity officer at UTM. A member invited all those present to the meeting of the University Affairs Board on November 26 at which the reports of the University's equity officers would be presented.

A member asked for clarification of the terms 'Study Abroad Advisor' and 'Safety Abroad Advisor'. At the invitation of the Chair, Professor Farrar explained that a Safety Abroad Advisor had been hired and had developed a database for undergraduate students who were on work terms abroad. The database would be extended to graduate students. The member commented that information about the advisor should be distributed to departments and faculties.

A member asked whether it would be possible to receive a report on systemic issues, the response to them, and the degree to which these issues are being addressed. Ms Ward replied that it might be possible to include such information as an addendum to the report in the future and would take the suggestion under advisement.

The Chair thanked Ms Ward for her report and he said that the Governing Council valued the work that she did.

**8. Vice-President, Human Resources: Change in Title**

The President stated that equity and diversity initiatives would be successful only if there was leadership and commitment at the highest levels of the University. The duties of the portfolio of the Vice-President, Human Resources, included responsibility for facilitating and enhancing the University's commitment to equity. He proposed to assign formally the leadership for University equity initiatives to the Vice-President, Human Resources. The change in title was intended to reflect this responsibility and to highlight clearly the importance of equity to the University.

A member commended the change being proposed, and asked whether this would result in an increased workload for the Vice-President, Human Resources. At the invitation of the Chair, Professor Hildyard replied that responsibility for equity matters was already included within her portfolio.

A member commented that it was necessary for the University to maintain an appropriate balance between the independence of equity officers and centralization of initiatives under the Vice-President. It was important to have collegial discussion and debate on diversity within the university community.

**8. Vice-President, Human Resources: Change in Title (cont'd)**

On motion duly moved and seconded,

It was RESOLVED

THAT the position of Vice-President, Human Resources be renamed Vice-President, Human Resources and Equity, effective November 1, 2003.

**9. *Ontarians with Disabilities Act*: University of Toronto Accessibility Plan, 2003-04**

Professor Cummins explained that each Ontario university was required to develop annual accessibility plans under the new Act. This year's plan had been due on September 30. There had been very good discussions of the plan at both the Planning and Budget Committee meeting and the Academic Board. It had been noted that the initiatives proposed for 2003-04 could be undertaken using current resources.

At the invitation of the Chair, Professor Hildyard outlined the main points of the plan. She thanked all those who had been involved in the development of the plan. She explained that the purpose of the plan was to identify, remove and prevent barriers that precluded the full participation of people with disabilities in society. There was a formal requirement for an annual report. The University was required to evaluate its performance each year, and it would be held accountable for the goals that had been set in the plan.

Professor Hildyard commented that the University had inclusive practices and had staff members who were experts in adaptive technology. Efforts were being made to increase accessibility on campus, but, given the age of the buildings on the campus, complete accessibility might not be possible. Goals for 2003-04 included a policy review, enhanced awareness and education, improved communication, a review of architectural standards, and increased accessibility to computer tools to create courses using technology. Faculty were becoming more aware of the need for accommodation of disabilities. In some cases, simple accommodations could improve the situation greatly for individuals.

Longer term issues included scholarship in equity areas, the monitoring of process and a dispute resolution mechanism. Professor Hildyard also noted that mental health issues such as depression had not been addressed in the current plan.

A member commended the consultation involved in developing the plan, but expressed his concern that it might not be possible to afford the initiatives outlined in Section IV: Physical Facilities: Architecture and Design. Professor Hildyard replied that the feasibility of increasing accessibility was being examined in all renovation projects.

On motion duly moved and seconded,

It was RESOLVED

THAT the University of Toronto *Ontarians with Disabilities Act* Accessibility Plan 2003-2004, a copy of which is attached to Report Number 122 of the Academic Board as Appendix "D", be approved in principle.



**10. Capital Project: Change in Funding Sources  
University of Toronto at Scarborough (UTSC) – Management Building  
University of Toronto at Scarborough – Academic Resource Centre**

On motion duly moved and seconded,

It was RESOLVED

1. THAT the funding for the Academic Resource Centre at UTSC and the Management Building at UTSC be adjusted, as recorded below, to allow for a contribution from the SuperBuild 2002 funding to the University of Toronto in support of these two capital projects.
  - (i) Replace \$4.66 million of the Enrolment Growth Fund allocation to the Academic Resource Centre at UTSC with \$4.66 million from the SuperBuild 2002 funds to be received by the University of Toronto.
  - (ii) Replace \$9.8 million of the Enrolment Growth Fund allocation to the Management Building at UTSC with \$9.8 million from the SuperBuild 2002 funds to be received by the University of Toronto.
2. THAT the Enrolment Growth Fund allocations now unencumbered as a result of the SuperBuild 2002 fund allocation to these projects are to be directed to the three additional SuperBuild 2002 projects, namely the Arts Classroom at UTSC, the Academic Learning Centre at UTM and the Science Laboratory Upgrades at UTSC.

**11. Capital Project: University of Toronto at Scarborough (UTSC) – Arts Classroom Building – Project Planning Report  
Enrolment Growth Fund: Allocation**

On motion duly moved and seconded,

It was RESOLVED

1. THAT Project Planning Report for the Arts Classroom Building, be approved in principle (a copy of the Executive Summary is attached to Report Number 122 of the Academic Board as Appendix “B”).
2. THAT the project scope, totaling some 5130 gross square meters, be approved allowing for the construction of the Arts Classroom Building with linkages to the Student Centre, Bladen Building and the Science Wing.
3. THAT the funding arrangements, including furnishings and finance costs, for the Arts Classroom Building be approved at an estimated cost of \$20,380,000 with the funding as follows:
  - (i) \$12,620,000 from the SuperBuild 2002 funding to be received by the University of Toronto, and
  - (ii) \$7,760,000 from the Enrolment Growth Fund.

**12. Capital Project: University of Toronto at Mississauga (UTM) – Academic Learning Centre – Project Planning Report  
Enrolment Growth Fund: Allocation**

On motion duly moved and seconded,

It was RESOLVED

1. THAT the Project Planning Report for the Academic Learning Centre at the University of Toronto at Mississauga be approved in principle (a copy of the Executive Summary is attached to Report Number 122 of the Academic Board as Appendix “C”);
2. THAT the project scope identified in the Project Planning Report, with new construction of approximately 5,317 net assignable square metres or to a maximum of 9,173 gross square metres, be approved at a total project cost of \$34,000,000. Funding sources for the project are as follows:

SuperBuild 2002	\$26.610 million
Enrolment Growth Fund	\$ 7.176 million
Students’ Library Enhancement Fund	\$ 0.214 million

3. THAT the site for the Academic Learning Centre be to the north of the Communication, Culture and Information Technology Building as identified in the UTM Campus Master Plan 2000.

**13. Policy and Procedures on Academic Appointments: Revisions**

On motion duly moved and seconded,

It was RESOLVED

THAT the *Policy and Procedures on Academic Appointments*, revised dated September 10, 2003, a copy of which is attached to Report Number 122 of the Academic Board as Appendix “E”, be approved.

**14. Policy on the Appointment of Academic Administrators: Revisions**

On motion duly moved and seconded,

It was RESOLVED

THAT the *Policy on the Appointment of Academic Administrators*, revised dated September 10, 2003, a copy of which is attached to Report Number 122 of the Academic Board as Appendix “F”, be approved.

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**15. Reports for Information**

The Council received for information the following reports:

- Report Number 122 of the Academic Board (September 25, 2003)
- Report Number 128 of the Business Board (September 29, 2003)
- Report Number 116 of the University Affairs Board (September 23, 2003)
- Report Number 367 of the Executive Committee (October 20, 2003)

The Chair drew members' attention to the establishment by the Executive Committee of a Special Committee to review the Election Process for Alumni Governors and the Chancellor. The terms of reference and membership of the Committee were included as Appendix "A" of Report Number 367 of the Executive Committee.

A member asked what the relationship was between the University and the Centre for Addiction and Mental Health (CAMH). The President explained that CAMH was one of nine teaching hospitals affiliated with the University.

**16. Date of the Next Meeting**

The Chair reminded members that the next meeting of the Governing Council was scheduled for Monday, December 15, 2003 at the University of Toronto at Mississauga.

**17. Question Period**

A member referred to reports in the campus media that undocumented workers had been involved in the removal of asbestos on campus. At the invitation of the Chair, Professor Hildyard replied that a series of work orders had been issued by the Ministry of Labour against the company that had been contracted for asbestos removal, but that Ministry officials had been satisfied that the workers involved in the asbestos removal had been appropriately trained.

A member expressed his concern about the provision of batons to University of Toronto police, and he indicated that, over the next few meetings, he would prove his case that this was not an appropriate action. At the invitation of the Chair, Professor Hildyard noted that the batons had been issued to campus police for their personal safety on a recommendation from the Community Safety Advisory Board.

The meeting adjourned at 6:15 p.m.

November 24, 2003

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Secretary

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Chair