

**UNIVERSITY OF TORONTO**

**THE GOVERNING COUNCIL**

**Wednesday, May 30, 2007**

MINUTES OF THE GOVERNING COUNCIL meeting held on Wednesday, May 30, 2007 at 4:30 p.m. in the Council Chamber, Simcoe Hall.

**Present:**

Ms Rose M. Patten, (Chair)	Professor Douglas Reeve
Mr. John F. (Jack) Petch, (Vice-Chair)	Mr. Tim Reid
The Honourable David R. Peterson, Chancellor	Ms Marvi H. Ricker
Professor C. David Naylor, President	Professor Arthur S. Ripstein
Ms Diana A. R. Alli	Professor Barbara Sherwood Lollar
Mr. P.C. Choo	Miss Maureen J. Somerville
Professor Brian Corman	Ms Estefania Toledo
Miss Coralie D'Souza	Ms B. Elizabeth Vosburgh
Dr. Claude S. Davis	Mr. Larry Wasser
The Honourable William G. Davis	Professor John Wedge
Mr. Ken Davy	Mr. Robert S. Weiss
Miss Saswati Deb	Ms Johanna L. Weststar
Ms Susan Eng	Mr. W. David Wilson
Dr. Shari Graham Fell	Mr. Patrick Wong
Professor Jonathan Freedman	
Professor Vivek Goel	Mr. Louis R. Charpentier, Secretary of the Governing Council
Mr. Robin Goodfellow	
Professor Ellen Hodnett	
Dr. Joel A. Kirsh	<b>Secretariat:</b>
Mr. Joseph Mapa	Mr. Neil Dobbs
Mr. Geoffrey Matus	Ms Mae-Yu Tan
Mr. Richard Nunn	

**Absent:**

Professor Varouj Aivazian	Professor Louise Lemieux-Charles
Mr. Kristofer T. Coward	Professor Michael R. Marrus
Dr. Alice Dong	Ms Florence Minz
Professor William Gough	Mr. George E. Myhal
Dr. Gerald Halbert	Ms Jacqueline C. Orange
Professor Glen A. Jones	Mr. Stephen C. Smith

**In Attendance:**

Mr. Arya Ghadimi, Member-Elect of the Governing Council  
Mr. Alex Kenjeev, Member-Elect of the Governing Council  
Ms Oriel Varga, Past-Member of the Governing Council, Administrative Assistant,  
Association of Part-time Undergraduate Students (APUS)  
Dr. John R. G. Challis, Vice-President, Research and Associate Provost  
Ms Rivi Frankle, Interim Vice-President and Chief Development Officer  
Professor Angela Hildyard, Vice-President, Human Resources and Equity

**In Attendance** (cont'd)

Ms Catherine J. Riggall, Vice-President, Business Affairs  
Ms Judith Wolfson, Vice-President, University Relations  
Ms Susan Addario, Director, Student Affairs  
Mr. Jason Bechtel, Counsel, Office of the Vice-President, Research and Associate Provost  
Mr. Jonathan Cheevers, Division of University Advancement  
Ms Barbara Dick, Executive Director, Alumni Affairs and Administration  
Ms Sheree Drummond, Assistant Provost  
Professor David Farrar, Deputy Provost and Vice-Provost, Students  
Ms Sally Garner, Senior Manager, Long Range Budget Planning, Office of the Vice-Provost,  
Planning and Budget  
Dr. Anthony Gray, Special Advisor to the President  
Professor Edith Hillan, Vice-Provost, Academic  
Ms May Jeong, Trinity College  
Dr. Tim McTiernan, Assistant Vice-President, Research  
Mr. Steve Moate, Senior Legal Counsel  
Ms Cristina Oke, Assistant Secretary of the Governing Council  
Mr. Jeff Peters, Vice-President, Internal, APUS  
Professor Safwat Zaky, Vice-Provost, Planning and Budget

**1. Chair's Remarks**

**(a) Welcome**

The Chair welcomed Mr. Arya Ghadimi and Mr. Alex Kenjeev, two members-elect whose terms would begin on July 1<sup>st</sup>, 2007. She also welcomed members and guests to the meeting.

**(b) Audio Web-cast**

The Chair reminded members that the meeting was being broadcast on the web, and that private conversations might be picked up and broadcast. She asked all members, senior administrators, and guests who were invited to speak during the meeting to use a microphone, so that their comments could be heard by those listening to the audio web-cast.

**(c) Speaking Request**

The Chair informed members that one speaking request had been received from the Association of Part-time Undergraduate Students (APUS). The request had been granted, and she would call on the speaker at the appropriate time in the meeting. The Chair had suggested that the speaker provide written comments and, while it had not been possible for such notes to be provided today, that practice would be helpful in future.

**2. Minutes of the Previous Meeting of April 26, 2007**

The Chair stated that a Secretary's Note had been added to the minutes under item 5 (a), Tuition Fee Schedule for Publicly Funded Programs, 2007-2008, in follow-up to a comment made regarding the enrolment of part-time students. The number of part-time students remained virtually unchanged between 2002 and 2006. Applying the current definition of part-time (less than 60 per cent courseload) consistently, the November 1 total had remained constant at about 6,500. In 2006, at 6,672, it had actually been about 1 per cent higher than in 2002. The minutes of the meeting of April 26, 2007 were approved.

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

There was no business arising from the minutes of the previous meeting.

**4. Report of the President**

**(a) Dinner with 12 Strangers**

The President introduced the presenters of the Dinner with 12 Strangers Program, Ms Barbara Dick, Executive Director, Alumni Affairs and Administration, and Ms May Jeong, a Trinity College student who had just completed second year.

Ms Dick thanked the governors for the opportunity to speak about the program, and she acknowledged the presence of Mr. Jonathan Cheevers, an Alumni Affairs intern who had contributed greatly to the program. Ms Dick and Ms Jeong provided an overview of the innovative pilot program that had been designed to have a positive impact on the student experience while also providing volunteer opportunities for alumni.

Ms Dick explained that the program consisted of local alumni hosting dinner for twelve students, alumni, and a faculty member in their own home. In many cases they were assisted by an alumni co-host. Based on successful models carried out by many peer institutions, the program provided students with the chance to mingle with other guests in an intimate setting. First-year students were able to establish connections with upper-year students and recent graduates from diverse academic streams and cultural backgrounds. The informal setting contributed to helping the students develop greater comfort levels with faculty and alumni; they could then feel more at ease in approaching their professors. The unique experience helped students to build a sense of community and belonging both to the current University community and to the larger community of alumni.

Ms Jeong informed governors that she had heard of the program by word-of-mouth from Mr. Cheevers, who had successfully promoted the program to her. She expressed her appreciation of the friendly atmosphere in the home of the hostess whose dinner she had attended. Ms Jeong stated that the conversation had been stimulating, and that she had enjoyed both receiving advice from other guests and providing advice to first-year students who had been present. In her view, the program was most beneficial, and she thanked Ms Dick for the opportunity to share her experiences with governors.

Summarizing the pilot project, Ms Dick stated that despite limited promotion, more than one hundred and fifty students had signed up for the invitation list. Ten percent of the registrants had learned of the program through word-of-mouth or student referrals. In 2006-2007, five dinners had been hosted, attended by sixty participants. The Dinner with 12 Strangers Program had been well received by all; students had been touched by the personal nature of the events and had appreciated hosts' efforts and generosity.

Ms Dick outlined future plans to make available "Dinner with 12 Strangers" kits to all Divisions so that the program could be run locally. With the expansion of the program, a large number of students within the University could be reached over the course of a year with significant impact.

The President thanked Ms Dick and Ms Jeong for their presentation and added that governors who were interested in participating in the program were welcome to contact Ms Dick.

**4. Report of the President (cont'd)****(b) Awards and Honours**

The President informed the Council that the Academic Board, at its May 2, 2007 meeting, had approved the appointment of two distinguished members of the faculty, Professor Brad Inwood of the Departments of Classics and Philosophy, and Professor Dwayne Miller of the Departments of Chemistry and Physics, as University Professors. In addition, the Board had approved the 2007 recipients of the President's Teaching Awards, the University's highest teaching honour. The recipients, who would serve five-year terms as members of the Teaching Academy, were Professor Marion Bogo of the Faculty of Social Work, Professor David Dunne of the Joseph L. Rotman School of Management, Senior Lecturer Corey Goldman of the Department of Ecology and Evolutionary Biology, Professor Susan McCahan of Mechanical and Industrial Engineering, and Senior Lecturer Judith Poë of Chemical and Physical Sciences at the University of Toronto at Mississauga (UTM). The President noted that the outstanding recipients were representative of a range of academic disciplines, university campuses, and both the teaching and tenure streams.

**(c) Fundraising and Advancement**

The President stated that on May 16, 2007, Chancellor Emeritus Henry Jackman had made a \$15 million gift to the humanities at the University, doubling a similar commitment of \$15 million made five years previously. That extraordinary gift was the capstone in a year of tremendous success; the University had raised more than \$163 million this year – an increase of over 60% from the previous year. The President acknowledged the leadership of Ms Rivi Frankle, Interim Vice-President and Chief Development Officer, and congratulated her team, the Deans, faculty, and advancement professionals throughout the University for their exemplary efforts. He also expressed his sincere thanks to all of the University's generous friends and benefactors.

**(d) Government Relations**

The President reported that the Federal Government had released a research and innovation strategy paper on May 17, 2007 that had been expected to elaborate on funding announcements made in the Federal Budget on March 19, 2007. The government had received considerable input from the executive heads of Canadian universities, the Association of Universities and Colleges of Canada (AUCC), as well as the Science and Technology Forum co-chaired by President Indira Samarasekera of the University of Alberta and the President in June 2006. The University welcomed the Federal Government's focus on science and technology and agreed with the Government's view that private sector investment in science and technology must increase. The University was actively pursuing that goal and strengthening its efforts in alignment with the new Science and Technology strategy. At the same time, the University was mindful of its unique role in generating new knowledge in a range of disciplines. It was important to implement the Federal strategy and elaborate on it in ways supportive of the full breadth of the University's core mission. The University's central and most important contribution to society and its economic success was made by educating highly-qualified personnel. In this era, knowledge and innovation were essential for success – locally and globally.

**(e) Centennial of Convocation Hall**

The President announced that the celebration of the centennial of Convocation Hall would take place the following day. More than any other building at the University, Convocation Hall was vested with unique meaning in the University community. The Hall had seen tens of thousands of alumni graduate across its stage over the past hundred years, but it was also a place that had witnessed the education of thousands of students, hosted fiery speeches, been a set for movies

**4. Report of the President (cont'd)****(e) Centennial of Convocation Hall (cont'd)**

and television shows, been a focal point for rallies and debates, and was a site of great historic meaning not only to the University and city, but also to the country. The ceremony on May 31, 2007 would include the awarding of degrees to veterans who had missed their convocation while in active service during the Second World War. The ceremony would also include a performance by Sophie Milman, a jazz singer and University of Toronto student. The President encouraged governors to attend the celebration.

**(f) Convocation Season**

The President stated that the University's convocation season would officially start on Wednesday, June 6, 2007. Information about the convocation schedule had been sent to governors, and they were invited to participate in any or all of the ceremonies and join in the academic processions. On behalf of the University, the President thanked the Chancellor in advance for his generous contributions and participation during this convocation season.

**(g) Towards 2030**

The President provided members with an update on the *Towards 2030* strategic initiative. He stated that the University had embarked on an initiative to engage its community in deliberations about its long-term strategic direction; the *Towards 2030* paper was an initial document to open the dialogue. The paper addressed the future of the University of Toronto from the perspective of 2030 and along 5 vectors. Those included the University's role in education and scholarship; enrolment growth; the University's financial model; its campuses, colleges and affiliates; and governance and administration. The paper would be launched on June 12, 2007 with an article in *the Bulletin* newspaper. The President had already begun the consultation process with governors and the Boards of Governing Council at the Executive Committee on May 17, 2007 and at the University Affairs Board on May 29, 2007, and he intended to make a full presentation to the Council at its meeting on June 25, 2007.

The President concluded his remarks by outlining the three phases of the process:

**Passive Phase (Summer 2007)**

- There would be broad circulation of the document, beginning in mid June, across all constituencies.
- A *Towards 2030* website was being developed, and would include tools for collecting feedback and promoting dialog.
- In September, there would be off-line sessions with governors, town-hall style meetings, speeches, symposia, and use of electronic media to facilitate exchanges about the issues.

**Active Phase (Fall 2007)**

- In October the University would develop of task forces and committees to consider details and options.
- The choice of topics for detailed scrutiny would be informed by feedback from Phase I.
- Task forces would undertake further consultations on a more detailed and granular level including electronic media.
- This would lead to the preparation of individual reports, papers, and recommendations.

**4. Report of the President (cont'd)****(g) Towards 2030 (cont'd)**

Synthesis Phase (Early 2008)

- The Synthesis Phase would involve the preparation of a synthesis paper with a long-term set of directions.
- These directions would help frame the next planning cycle and the priorities for university advancement with or without the launch of a formal multi-year Campaign.

**5. Items for Governing Council Approval****(a) Publication Policy**

Professor Corman reported that the revisions to the *Publication Policy* were a further outcome of the broad review of all the University's research policies led by the Vice-President, Research. There were two key changes in the *Policy*, a reduction in the time that sponsors might delay publication of research results and the prevention of sponsors prohibiting disclosure of research results with human subjects when such disclosure was necessary to maintain the informed consent of the subjects. There had been no discussion at the Board of the revised *Policy*.

On motion duly moved and seconded

It was Resolved

THAT the proposed revised *Publication Policy*, a copy of which is attached to Report Number 150 of the Academic Board as Appendix "A", be approved, replacing the *Policy* approved by the Governing Council on February 27, 1975.

**(b) Copyright Policy**

Professor Corman stated that the item had also arisen from the University's comprehensive review of its research policies. The only substantive change in the revised *Copyright Policy* was the enhancement of the dispute-resolution process to require the use of mediation before proceeding to arbitration. Again, there had been no discussion at the Board of the revised *Policy*.

On motion duly moved and seconded

It was Resolved

THAT the proposed revised *Copyright Policy*, a copy of which is attached to Report Number 150 of the Academic Board as Appendix "B", be approved, replacing the *Policy* approved by the Governing Council on June 3, 2002.

**(c) I'Anson Fund Terms of Reference: Rescinding**

Professor Corman reported that the I'Anson Fund, which at one time had totaled approximately \$20 million, currently had a value of approximately \$3.25 million, the income of which was used to support medical research. It was therefore no longer necessary to have Terms of Reference for the fund approved at the level of the Governing Council. There had been no discussion of the rescinding of the Terms of Reference at the Academic Board.

**5. Items for Governing Council Approval (cont'd)**

**(c) I'Anson Fund Terms of Reference: Rescinding (cont'd)**

On motion duly moved and seconded

It was Resolved

THAT the Terms of Reference of the Mary Gertrude I'Anson Fund approved by Governing Council on June 6, 1988 be rescinded.

Documentation is attached to Report Number 150 of the Academic Board as Appendix "C".

**(d) School of Graduate Studies / Faculty of Medicine: Master of Science Degree Program in Community Health**

Professor Corman reported that the proposed degree program was a non-thesis, professional program that would be offered in a modular format, and would include some electronic-learning components. It would require five full-course equivalents to be completed over twelve months of full-time study. He reported that there had been no discussion of the item at the Academic Board.

On motion duly moved and seconded

It was Resolved

(a) THAT the proposed Master of Science in Community Health (M.Sc.C.H.) Program at the Faculty of Medicine, Department of Public Health Sciences, be approved, effective September 2007; and

(b) THAT the proposed Graduate Diploma in Community Health (Dip.C.H.) Program at the Faculty of Medicine, Department of Public Health Sciences, be approved, effective September 2007.

Documentation is attached to Report Number 150 of the Academic Board as Appendix "D".

**(e) Long Range Budget Guidelines: 2007-08 to 2011-12, and Budget, 2007-08**

Professor Corman reported that the Vice-President and Provost had provided a detailed presentation of the long-range budget guidelines and the proposed 2007-08 budget to the Academic Board at its meeting of May 2, 2007. A number of points had been raised during the Board's discussion, including the question of whether a gap between rich and poor divisions was emerging, given the differential impact of the budget on divisions. The Provost had responded that the new budget model provided a better understanding of inter-divisional variability, and that contingency funds were available to assist divisions that had limited resources.

A Board member had asked whether larger class sizes would result from cost containment measures. The Provost had replied that cost containment measures could have results other than increased class size, including the slowing down of capital projects, and reduction of one-time-only (OTO) expenses. Members of the Board had also noted the actual reduction in the provincial grant resulting from the lack of increases to cover inflation.

**5. Items for Governing Council Approval (cont'd)****(e) Long Range Budget Guidelines: 2007-08 to 2011-12, and Budget, 2007-08 (cont'd)**

Invited to comment, Mr. Nunn stated that the Business Board was responsible for advising the Governing Council on the financial prudence of the budget plan. It needed to consider such questions as whether the University would be able to bring the deficit back to 1.5% of operating revenue by the end of the new planning period in 2012, whether the budget assumptions were realistic, and whether the level of risk was prudent.

The Business Board had also received a full presentation from Professor Goel at its meeting on May 7, 2007. In addition, it had received a detailed statement from the President. He had assured the Board that the assumptions about revenue and expense were reasonable and prudent, and that the risk involved was being managed effectively. The President had also assured the Board of his endorsement of the basic strategies of the new long-range plan: moving immediately to annual balanced budgets and paying down the \$80-million cumulative deficit over the five years of the new plan rather than the three years of the old plan. After a thorough discussion, the Business Board had voted to concur with the recommendation of the Academic Board that the Budget Guidelines be approved.

At the invitation of the Chair, Mr. Jeff Peters of the Association of Part-Time Undergraduate Students (APUS) addressed the Council. Mr. Peters asked that governors read a letter that was distributed to them at the meeting. The letter from APUS addressed matters of accessibility. Mr. Peters then expressed concerns about limited financial aid for part-time students. He stated that, in his view, the University's *Policy on Student Financial Support* guarantee did not benefit part-time students. Because part-time students were ineligible for the Ontario Student Assistance Program (OSAP), it was difficult for them to obtain assistance through the University of Toronto Advance Planning for Students (UTAPS) program which utilized OSAP information. Referring to the Noah Meltz Program of Financial Assistance that had been developed by the University many years ago to assist part-time students with the cost of tuition fees, Mr. Peters noted that, in his opinion, it was time for a review. Mr. Peters asked that part-time students be provided with a guarantee of full financial aid under the UTAPS program, aid that was needed to enable them to complete their education. In closing, Mr. Peters expressed disappointment at the lack of designated funding in the long range budget guidelines for the support of scholarship on anti-racism studies.

A member asked what financial support for part-time students had been included in the long range budget. In response, Professor Farrar noted that, as indicated at the previous Council meeting, the Noah Meltz Program of Financial Assistance provided tuition fees to a maximum of one credit and other educational-related costs for part-time students. That support for part-time students remained unchanged in the budget, as their enrolment had been stable over the last several years.

On motion duly moved and seconded

It was Resolved

THAT the "University of Toronto Long Range Budget Guidelines: 2007-08 to 2011-12", dated April 16, 2007, including the 2007-08 Budget, be approved.

Documentation is attached to Report Number 150 of the Academic Board as Appendix "E".

## 6. Policy on Appointments and Remuneration: Revision

The Vice-Chair reported that this item was a recommendation for revisions to the *Policy on Appointments and Remuneration*, as well as a related revision to the Terms of Reference of the Executive Committee. The last substantive revision to the *Policy* had occurred in 1999. Similar to the current proposal, those revisions had been intended to enable the Senior Salary Committee (SSC) to concentrate more on compensation programs rather than on individual compensation decisions. The proposed revisions had arisen from the work of the Senior Salary Committee and the University administration over the previous three years to enhance the Committee's practices and to establish clear frameworks for compensation decisions and reporting.

The Vice-Chair referred to the cover sheet that highlighted the principles underlying the proposed changes to the overall *Policy*. Those included: preserving Governing Council's sole authority for the most senior appointments; systematically delegating responsibility for other appointments to the Executive Committee or the Senior Salary Committee, to be renamed the Senior Appointments and Compensation Committee (SACC); facilitating responsive decision-making with respect to appointments; strengthening the Committee's focus on matters of compensation policy and strategy; and maintaining accountability and transparency, both for appointments and for compensation.

With those principles in mind, the role of the Executive Committee with respect to the suspension and removal of officers had been clarified. The roles of the Vice-President, Human Resources and Equity and the Vice-President and Provost as assessors to the Senior Appointments and Compensation Committee had been formalized, and the role of the SACC with respect to compensation programs for staff whose compensation was not determined through collective negotiations had been defined more clearly. Finally, the responsibilities of the SACC with respect to compensation policies and practices for corporations established by the University of Toronto had been specified.

The Vice-Chair noted that currently, the SSC itself approved the Regulation that governed the details of how it operated. Under the proposed revision, the SACC would continue to have that authority. The Executive Committee had primary responsibility for the overall *Policy* that had established the original SSC and would create the SACC.

Mr. Nunn stated that the Business Board was responsible for just one aspect of the *Policy on Appointments and Remuneration*, the Terms of Reference of the Senior Salary Committee, the future Senior Appointments and Compensation Committee. At its May 7, 2007 meeting, the Board had given its full support to the proposed changes to those Terms of Reference.

On motion duly moved and seconded

It was Resolved

THAT the proposed revised *Policy on Appointments and Remuneration*, a copy of which is attached to Report Number 405 of the Executive Committee as Appendix "A", be approved, replacing the policy approved by the Governing Council on February 9, 2006.

THAT the terms of reference of the Executive Committee be revised to include the following: "The Executive Committee approves appointments to various senior University positions as determined from time to time by Governing Council policy."

## **7. Policy on Presiding Officers for Convocation**

The Vice-Chair stated that this recommendation was for approval of a new policy, the *Policy on Presiding Officers for Convocation*, to replace the resolution approved by Governing Council in 2005 entitled *Convocation Substitutes for the Chancellor and President*. The proposed *Policy* reflected the directions that had arisen from the comprehensive review of convocation carried out in 2006-07. In addition to the preamble, the major change was the extension of the ability to Principals and Deans to serve as presiding officers at convocation ceremonies in specific circumstances. That would allow greater flexibility in sharing responsibilities among the senior officials of the University for presiding at convocation ceremonies that currently numbered 28 each year, and were expected to increase in number in the years ahead.

On motion duly moved and seconded

It was Resolved

THAT the proposed *Policy on Presiding Officers for Convocation*, a copy of which is attached to Report Number 405 of the Executive Committee as Appendix "B", be approved, replacing the resolution regarding convocation substitutes approved by the Governing Council on April 28, 2005.

## **8. Reports for Information**

Members received the following reports for information.

- (a) Report Number 150 of the Academic Board (May 2, 2007)
- (b) Report Number 157 of the Business Board (May 7, 2007)
- (c) Report Number 141 of the University Affairs Board (April 17, 2007)
- (d) Report Number 142 of the University Affairs Board (May 1, 2007)
- (e) Report Number 405 of the Executive Committee (May 17, 2007)

## **9. Date of the Next Meeting**

The Chair reminded members that the next regular meeting of the Governing Council was scheduled for Monday, June 25, 2007 at 4:00 p.m.

## **10. Question Period**

Members had no questions for members of the senior administration.

## **11. Other Business**

There were no items of Other Business.

IN ACCORDANCE WITH A DETERMINATION BY THE EXECUTIVE COMMITTEE PURSUANT TO SECTION 38 OF BY-LAW NUMBER 2, ITEMS 12 AND 13 WERE CONSIDERED BY THE GOVERNING COUNCIL *IN CAMERA*.

**12. Board and Committee Assignments 2007-2008**

On motion duly moved and seconded

It was Resolved

THAT the proposal for Board and Committee assignments for 2007-08 dated May 10, 2007 be approved.

**13. Senior Appointment**

**Interim Vice-President, Research**

On motion duly moved and seconded

It was Resolved

THAT Dr. Tim McTiernan be appointed as Interim Vice-President, Research, effective July 1, 2007 and continuing to December 31, 2007, or until a Vice-President, Research is appointed and takes office.

The meeting adjourned at 5:40 p.m.

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Secretary

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Chair

June 11, 2007