

**UNIVERSITY OF TORONTO**

**THE GOVERNING COUNCIL**

**SEPTEMBER 7, 2011**

MINUTES OF THE MEETING OF THE GOVERNING COUNCIL held on September 7, 2011 at 8:30 a.m. in the Council Chamber, Simcoe Hall, University of Toronto.

**Present:**

Mr. Richard B. Nunn ( In the Chair)  
Ms Judy Goldring (Vice-Chair)  
Ms Diana A.R. Alli  
Mr. Brent Belzberg  
Ms Celina Rayonne Ceasar-Chavaness  
Mr. P. C. Choo  
Professor Elizabeth Cowper  
Mr. Ken Davy  
Miss Maria Pilar Galvez  
Professor William Gough  
Professor Hugh Gunz  
Professor Ellen Hodnett  
Ms Shirley Hoy  
Professor Edward Iacobucci  
Mr. Nykolaj Kuryluk  
Professor Louise Lemieux-Charles  
Mr. Aly-Khan Madhavji  
Professor Michael Marrus  
Professor Cheryl Misak  
Mr. Jorge Prieto  
Professor Andrea Sass-Kortsak  
Mr. Howard Shearer  
Professor Elizabeth M. Smyth  
Miss Maureen J. Somerville  
Mr. W. John Switzer  
Mr. W. Keith Thomas  
Ms Rita Tsang  
Professor Franco J. Vaccarino  
Ms Morgan Vanek  
Mr. Chirag Variawa  
Ms B. Elizabeth Vosburgh

**Secretariat:**

Mr. Louis R. Charpentier  
Mr. Neil H. Dobbs  
Mr. Anwar Kazimi  
Ms Cristina Oke

**Absent:**

The Honourable David R. Peterson, Chancellor  
Professor C. David Naylor, President  
Professor Robert Baker  
Professor Philip H. Byer  
Mr. Cary Ferguson  
Mr. Steve (Suresh) Gupta  
Mr. Gary P. Mooney  
Ms N. Jane Pepino  
Mr. Manveen Puri  
Ms Melinda Rogers  
Professor Janice Gross Stein  
Dr. Sarita Verma  
Mr. W. David Wilson

**In Attendance:**

Professor Angela Hildyard, Vice-President, Human Resources and Equity  
Mr. David Palmer, Vice-President, Advancement  
Ms Catherine Riggall, Vice-President, Business Affairs  
Professor Paul Young, Vice-President, Research  
Professor Scott Mabury, Vice-Provost, Academic Operations  
Professor Jill Matus, Vice-Provost, Students  
Professor Cheryl Regehr, Vice-Provost, Academic Programs  
Ms Lucy Fromowitz, Assistant Vice-President, Student  
Ms Gillian Morrison, Assistant Vice-President, Divisional Relations and Campaigns  
Ms Sheree Drummond, Assistant Provost  
Dr. Anthony Gray, Special Advisor to the President  
Mr. Steve Moate, Senior Legal Counsel, Office of the President

**1. Chair's Remarks**

The Chair welcomed new and returning members to the first meeting of the Governing Council for the governance year 2011-12.

**2. Minutes of the Previous Meeting of June 23, 2011**

The minutes of the June 23, 2011 were approved.

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

There was no business arising from the previous meeting.

**4. "Towards 2030 – The View from 2012"**

The Chair invited the Provost to highlight the process that would provide an update to the *Towards 2030* initiative during the 2011-12 governance year.

In her introductory remarks, the Provost explained that the administration wanted to determine the progress that had been made in the directions set in *Towards 2030*, in light of current economic circumstances, and to identify the new and ongoing challenges and opportunities that faced the University. Over the next six months, the University would engage governance bodies and the University community in providing an update to *Towards 2030*.

The process would include town halls on each of the campuses, meetings with groups of students, faculty, staff and governors. In addition, comments could be sent by e-mail to [view2012@utoronto.ca](mailto:view2012@utoronto.ca) or submitted online<sup>1</sup>. The Provost highlighted a non-exhaustive list of topics she anticipated would be part of the discussion. They included: research excellence; educational mission; faculty; staff; resources and funding; the budget model; institutional organization; and academic planning.

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<sup>1</sup> [http://www.provost.utoronto.ca/academic\\_planning/the\\_view\\_from\\_2012.htm](http://www.provost.utoronto.ca/academic_planning/the_view_from_2012.htm)

**4. “Towards 2030 – The View from 2012” (Cont’d.)**

Discussion

(i) *Members’ Comments and Questions*

In the course of the discussion, members raised the following points.

- While commending the Provost for the administration’s approach in engaging the community at large, a member noted that alumni were missing from the proposed consultation groups and added that it would be valuable to engage the alumni in the process.
- A member commented that the suggested consultation process, through town-halls and focus groups, tended to yield a list of problems faced by the University. The administration had the ‘big picture’ and it would be helpful if the leadership outlined its core concerns on what was working or not working for the University.
- In the opinion of a member, the modest international profile of the University, even as it achieved high rankings, remained a matter of concern.
- Members commented on the need to address issues of accessibility and the University’s financial aid guarantee; greater student engagement; the issue of density; the use of technology in the delivery of courses; and infrastructure, planning and design, in relation to the space available to students.
- Finally, a member asked what the University’s priorities were for 2012 in relation to the challenges identified.

(ii) *Administrative Response*

Professor Misak’s responses included the following:

- All aspects of the *Towards 2030* would be open for discussion in many ways including town-halls, meetings with constituency groups, and through other means of communication.
- The administration would engage with alumni governors and small alumni and administrative staff groups in the consultation process. The University would also seek the involvement of students in the consultation process, building on the positive relationships with many student groups.
- The key challenges for the administration included per student funding; the institutional cost of research funding; government funding for international graduate students; and the institutional response to the prevailing economic volatility. The Provost noted the need to shape the discussions for a focused and balanced perspective on the *Towards 2030* initiative. The issue of accessibility would be addressed in the update.
- With respect to international profile, the Provost noted that international students were very aware of rankings for programs/divisions in which they were interested. For example, many international undergraduate students in the Faculty of Applied Science and Engineering knew that the faculty had placed consistently high in well-respected international rankings. The Provost agreed that a pressing problem for the University was our limited ability to fund international graduate students and that *The View from 2012* would address this issue.

- The University would continue to expand its undergraduate enrolment at University of Toronto Mississauga (UTM) and University of Toronto (UTSC), even as undergraduate enrolment at the Faculty of Arts and Science at the St. George campus remained stable.

**4. “Towards 2030 – The View from 2012” (Cont’d)**

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- The Provost also noted that the lack of space remained a challenge as the University looked to expand its graduate programs.

In concluding her remarks, the Provost said that a priority for 2012 would be to ensure the sustainability of the University’s pension plan by ensuring that we meet the government’s requirements for increased member contributions.

**5. Reports for Information**

Members received the following reports for information:

- a. Report 190 of the Business Board (June 16, 2011)
- b. Report 440 of the Executive Committee (June 23, 2011)

**6. Date of the Next Meeting**

The Chair reminded the members that the next meeting of the Governing Council was scheduled for Thursday, October 27, 2011 at 4:00 p.m.

**7. Question Period**

A member noted that the provincial election was scheduled on October 6, 2011 and commented that it would be advantageous for students to vote in the election. The member enquired whether there would be academic amnesty for students who wished to exercise their franchise. The Provost said that all members of the University community would be encouraged to vote in the provincial election.

**8. Other Business**

There were no items of Other Business.

The meeting adjourned at 9:40 a.m.

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Secretary

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Chair

September 12, 2011