

Campus Council and Standing Committees Orientation

UTM Campus Affairs Committee
Monday, September 14, 2015

AGENDA

1. Chair's remarks and introductions

- Orientation Resources (<http://uoft.me/OrientationUTM201516>)

2. Mandate, Terms of Reference and Conducting Business

- Key elements of the Terms of Reference
- Organizational chart of the Governing Council
- Expectations of Committee Members
- Agendas
- Role of the Secretariat
- Role of the Administration and Assessors

3. Overview of the Campus [Professor Amy Mullin, Vice-Principal Academic & Dean, Mr. Paul Donoghue, Chief Administrative Officer and Mr. Mark Overton, Dean of Student Affairs]



Orientation Resource

Organizational Chart of the Governing Council

- <http://uoft.me/orgchart>

Terms of Reference of the UTM Campus Council and Standing Committees

Outlines membership composition, function, areas of responsibility and procedures

- <http://uoft.me/UTMTOR>

2015-16 Membership List of UTM Campus Council and Standing Committees

Includes members' names (and bios): alumni / community members, administrative staff, government appointees, teaching staff.

- <http://www.utm.utoronto.ca/governance/resources/membership-2015-16>

2015-16 Presidential Assessors

Includes information on the members of the University's administration who bring forward business to governance bodies.

- <http://uoft.me/Assessors201516>

2015-16 Meeting Schedule

Dates and times of all governance meetings-each body meets six times annually

- <http://uoft.me/UTMCalendar201516>

2015-16 Calendar of Business (updated every Friday)

Lists planned items for approval and information for [each] [governance body].

- <http://www.utm.utoronto.ca/governance/resources>

A Guide to Cover Sheets that accompany each Item / Proposal submitted to Governance

An "at-a-glance" explanation of the components of a key document.

- <http://uoft.me/guidetocoversheets>

Principles of Good Governance

Foundations of a robust governance process – approved by the Governing Council on October 28, 2010

- <http://uoft.me/principles>

Expectations and Attributes of Governors

Governors' responsibilities in contributing to an effective governance process – approved by the Governing Council on October 28, 2010

- <http://uoft.me/attributes>



Mandate of Governance

Succinct overview of governance mandate: approval, oversight, advice – approved by the Governing Council on October 28, 2010

- <http://uoft.me/mandate>

Login Instructions for Diligent BoardBooks, U of T's governance portal

The online portal where meeting documentation is uploaded.

- <http://uoft.me/DBBInstructions>

Biographies and Contact Information of Assessors to the UTM Campus Council and Standing Committees

- <http://www.utm.utoronto.ca/governance/assessor-biographies>

University of Toronto Mississauga Campus Affairs Committee

September 14, 2015
Orientation



What are the Terms of Reference of the CAC?

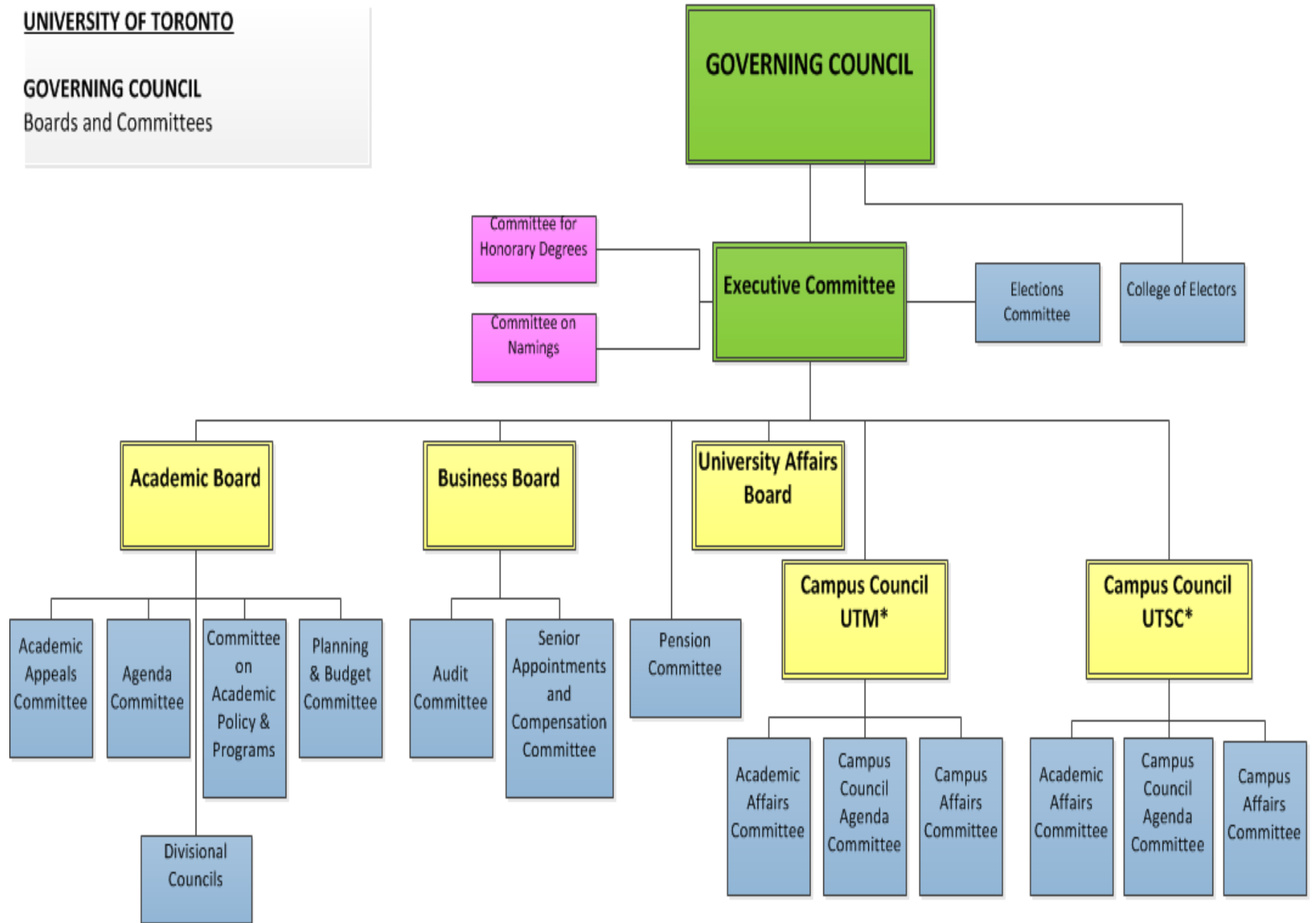
- Consider all matters that directly concern the quality of student and campus life.
- Monitor, review and make recommendations concerning a broad range of planning issues and priorities and for the use of campus resources.
- Receive reports from administrators.

What are the Key Elements of the CAC TOR?

- Budget
- Campus and student services
- Campus Master Plans
- Campus security
- Capital plans, projects and space
- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Extra-Departmental Units (planning and resource implications)
- Relations with the campus' external community
- Student societies and campus organizations

UNIVERSITY OF TORONTO

GOVERNING COUNCIL
Boards and Committees



What is the Committee's Role in Relation to Other Governing Bodies?

- Most items the CAC considers will be recommended to the Campus Council;
- The Committee is an entry point to governance -
 - the CAC is expected to have the fullest and most detailed discussion and debate before items move on.

Who are the CAC Members ?

Total membership: 35

- 7 students;
- 9 teaching staff;
- 4 community members;
- 4 administrative staff;
- 1 librarian;
- additional ex-officio members

Who are the Assessors?

- Voting Assessors
 - Voting Assessors: CAO (Paul Donoghue); VP Academic & Dean (Amy Mullin); Dean of Student Affairs (Mark Overton);
- Non-voting Assessors
 - Ms Christine Capewell
 - Mr. Dale Mullings

What is the Role of the Assessors ?

- Bring forward proposals from the administration for consideration
- Provide reports for information.
- Introduce items before discussion and vote
- Roles of the assessors to this committee reflect their administrative terms of reference

What are the Responsibilities of CAC Members ?

- Reflect the perspectives of their estate, as appropriate
- Members act in the best interests of the institution as a whole
- Refer to “Expectations and Attributes of Governors & Key Principles of Ethical Conduct” in the quick reference guide

Committee Members: Tips for Effective Participation

Informed participation → review materials in advance
(attention to cover sheets)

- **Adding value**

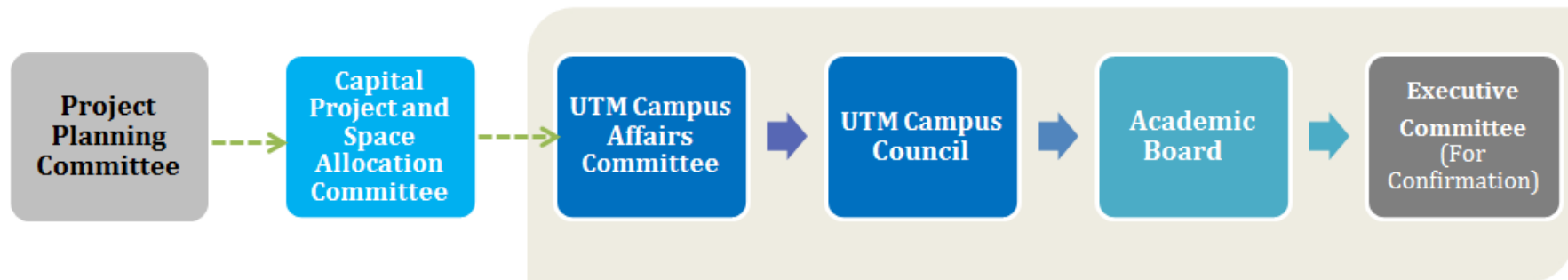
- Provide feedback/advice to assessors in preliminary stages of a proposal
- Make suggestions for improvements to presentations for subsequent bodies in the governance process
- Ask questions (if answers will require preparation it is best practice to alert assessors in advance so that they can be prepared)
- Ask about consultation process
- The importance of Items for information

Calendar of Business: What business will be brought to CAC this year?

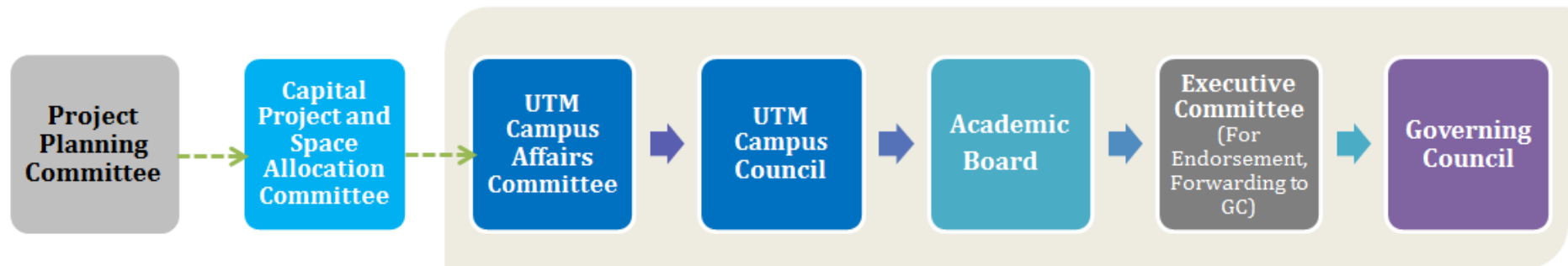
- Developed annually for all Governing Council bodies
- An overview of all anticipated business to be transacted in the year
- New items are added (updated every Friday) as they arise from the administration

APPROVAL OF CAPITAL PROJECTS

Level 2 (\$3 - 10 million)



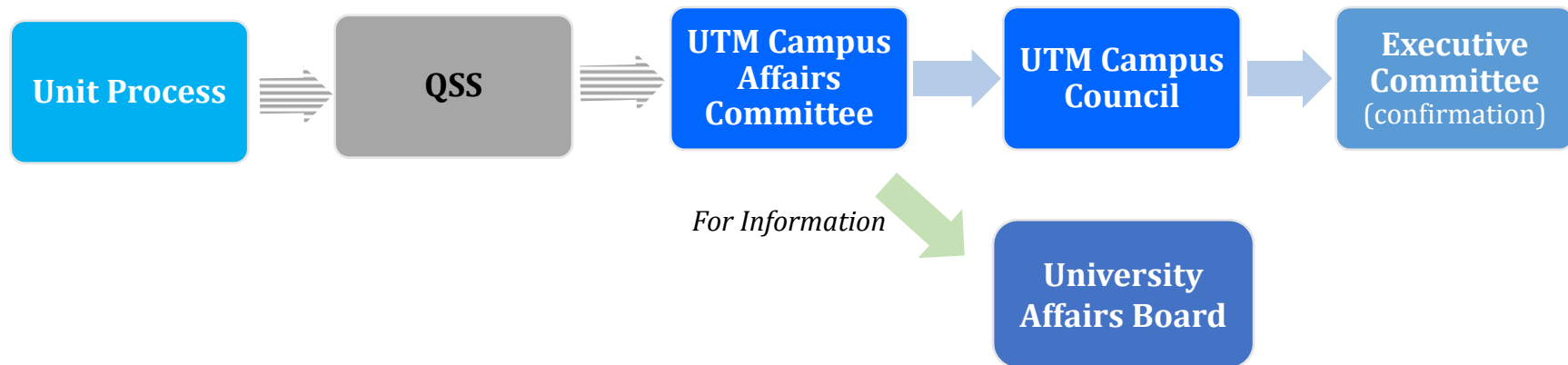
Level 3 (> \$10 million)



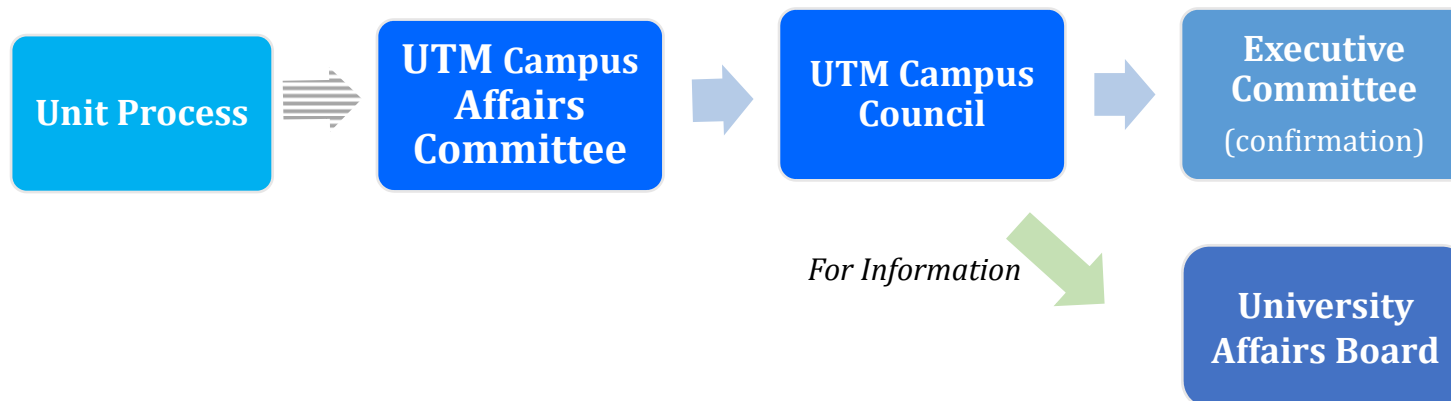
Execution of the Approved Project/Borrowing



COMPULSORY NON-ACADEMIC INCIDENTAL FEES



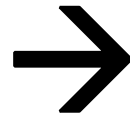
ANCILLARY BUDGETS



Budget Process

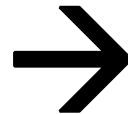
Integrated Budget Presentation

VPUO and Campus CAO provide integrated budget presentations to members of UTM and UTSC governance bodies based on current year Campus and Institutional Operating Budget.



Overview of Proposed Campus Operating Budget

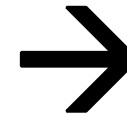
Campus Administration presents general high level overview of proposed Campus Operating Budget. CAC and CC are asked to consider **for information and advice** the overall goals for the budget with reference to Academic Plan and other relevant planning documents. The presentation would address, for example, themes, priorities, aspirations, goals; areas of focus and trends.



Budget Review Meetings

Provost convenes Academic Budget Review Meetings and makes decisions on Enrolment, University Fund, and Proposed Divisional/Campus Budget Envelopes.

TVP Reviews Draft Budget



Governance Consideration of Institutional Operating Budget

Institutional Operating Budget enters and moves through governance.

Campus Operating Budget (within Campus Budget Envelope) enters and moves through governance.

How is the Agenda Set?

- Agenda planning is the “hand-off” from the administration to governance.
- Agenda planning group includes the Chair, Vice-Chair, the assessors and others as deemed appropriate by the Chair.
- The guiding principle is that the agenda is set by the Chair after receiving advice from the agenda planning group.

What is the Structure of the Agenda ?

1. Reports and Presentations
2. Items for Approval
3. Assessor's Report (standing item for each meeting)
4. Consent Agenda (routine/transactional items)
5. Other Business
6. In Camera Session

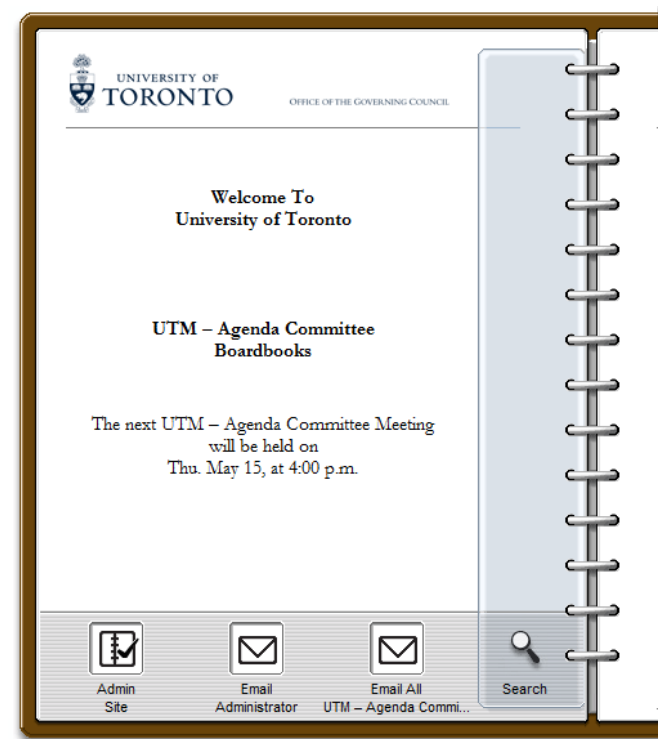
What is the Consent Agenda ?

- Items for which it is anticipated that there will be little or no discussion or debate because they are more routine or transactional are put on the Consent Agenda.
- Any member may request to have an item removed from the Consent Agenda and placed on the regular Agenda by contacting the secretary in advance of the meeting.

How Does One Access Meeting Documents ?


The Governance Portal: Diligent Boardbooks

- Only tool used to distribute confidential meeting documentation to members, and therefore the expectation is that all members make use of it
- Password protected
- Instructions for setup: <http://uoft.me/DBBInstructions>
- User Name: “firstname (space) lastname” and the temporary Password is “June2015”.



Cover Sheets

- 1 General
- 2 Header Information
- 3 Sponsor & Presenter
- 4 Jurisdictional Information
- 5 Previous Action Taken
- 6 Highlights
- 7 Recommendation

		UNIVERSITY OF TORONTO	OFFICE OF THE GOVERNING COUNCIL
FOR RECOMMENDATION	CONFIDENTIAL	CLOSED SESSION	
TO:	Name of Governance Body		
SPONSOR:	Name, Position, Division/Department/Unit		
CONTACT INFO:	Phone Number, Email Address		
PRESENTER:	Name, Position, Division/Department/Unit		
CONTACT INFO:	Phone Number, Email Address		
DATE:	Date Prepared for Date of Meeting		
AGENDA ITEM:	Item Number		
ITEM IDENTIFICATION:			
The full name of item as listed on the agenda appears here.			
JURISDICTIONAL INFORMATION:			
Jurisdictional information related to the item and the Governance Body's role is specified here.			
GOVERNANCE PATH:			
<ol style="list-style-type: none">1. Entry Point Governance Body (Date of Meeting)2. This Governance Body (Date of Meeting)3. Next Governance Body (Date of Meeting) + Governance Body (Date of Meeting) + Governance Body [For Information] (Date of Meeting)4. Final Governance Body (Date of Meeting)			
PREVIOUS ACTION TAKEN:			
Previous action taken is delineated here.			
HIGHLIGHTS:			
In respect of the Body's terms of reference, the highlights of the proposal are summarized here.			
FINANCIAL IMPLICATIONS:			
The financial implications of the proposal are outlined in this section.			
RECOMMENDATION:			
Be It Recommended to the Next Governance Body:			
THAT the action be taken, to be effective on the date specified.			
<hr/>			
DOCUMENTATION PROVIDED:			
First Document Name			
Second Document Name			

Conduct of Meetings

- Modified version of Bourinot's Rules of Order which are included in the Governing Council's By-Law Number 2.
 - Meetings are normally open.
 - Members may speak once in a debate for up to 5 minutes to allow for wide participation
 - Only members and voting assessors may participate in debate and vote.
 - Non-members who wish to speak must request to do so in advance of the meeting.

Decisions

Proposals may be

- Approved (occasionally clarified or amended)
- Rejected
- Referred back to the administration **with advice.**
- Withdrawn by the administration.

How is all of this accomplished ?

The Secretariat

- Facilitate governance process with neutrality
- Act as expert resource to members and administration
- Ensure that documentation and Cover Sheets are complete
- Maintain the Calendar of Business
- Support the Chair and the Committee
 - UTM Director of Governance – Cindy Ferencz-Hammond
 - UTM Committee Secretary – Mariam Ali

Role of Governance vs. Administration

- Administration manages the University, issues reports and proposals.
- Governance is the receiver of proposals and reports from the administration.
- Primary Functions of Governance – Oversight, Advice, Approval (or rejection)
- Together the functions of governance and administration are sustaining and advancing the University's purpose, strength and well-being.

Member Resources

- <http://uoft.me/OrientationUTM201516>
- Quick access to frequently used member resources (membership lists, assessors, COB, schedules, TOR, portal)

Questions?

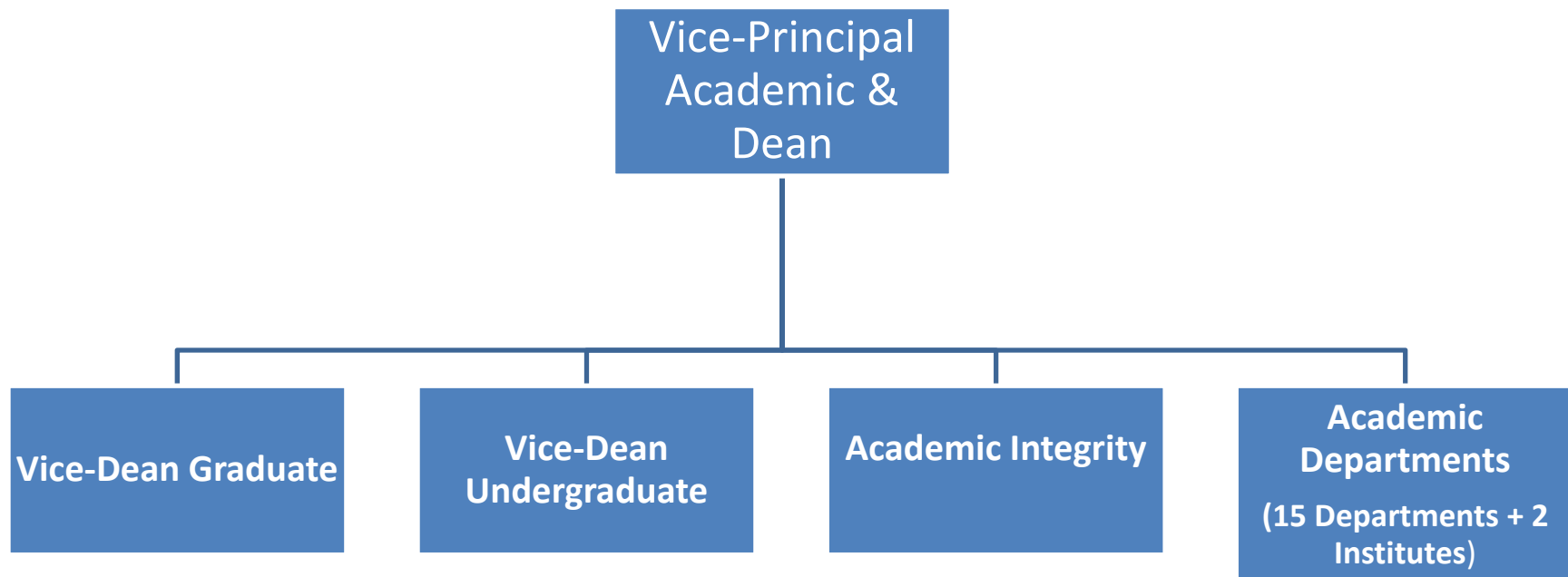


University of Toronto Mississauga

Campus Affairs Committee

September 14, 2015

ADMINISTRATIVE STRUCTURE: OFFICE OF THE DEAN



OFFICE OF THE DEAN: FOCUS FOR 2015/16

- Search for Vice-Principal, Academic & Dean underway
- UTM undergoing External Review

FACTS AND FIGURES

- 15 Distinct Academic Departments
 - Institute of Communication, Culture, Information and Technology
 - Institute for Management & Innovation
 - Mississauga Academy of Medicine

147 PROGRAMS AND 90 AREAS OF STUDY

- Over 14000 students (undergraduate + graduate) (top 1/3rd of Canadian universities)
- Over 2300 full-time & part-time employees, including 915 permanent faculty & staff

OVER 49000 ALUMNI

U of T is ranked first in Canada for its research - UTM is a part of that success

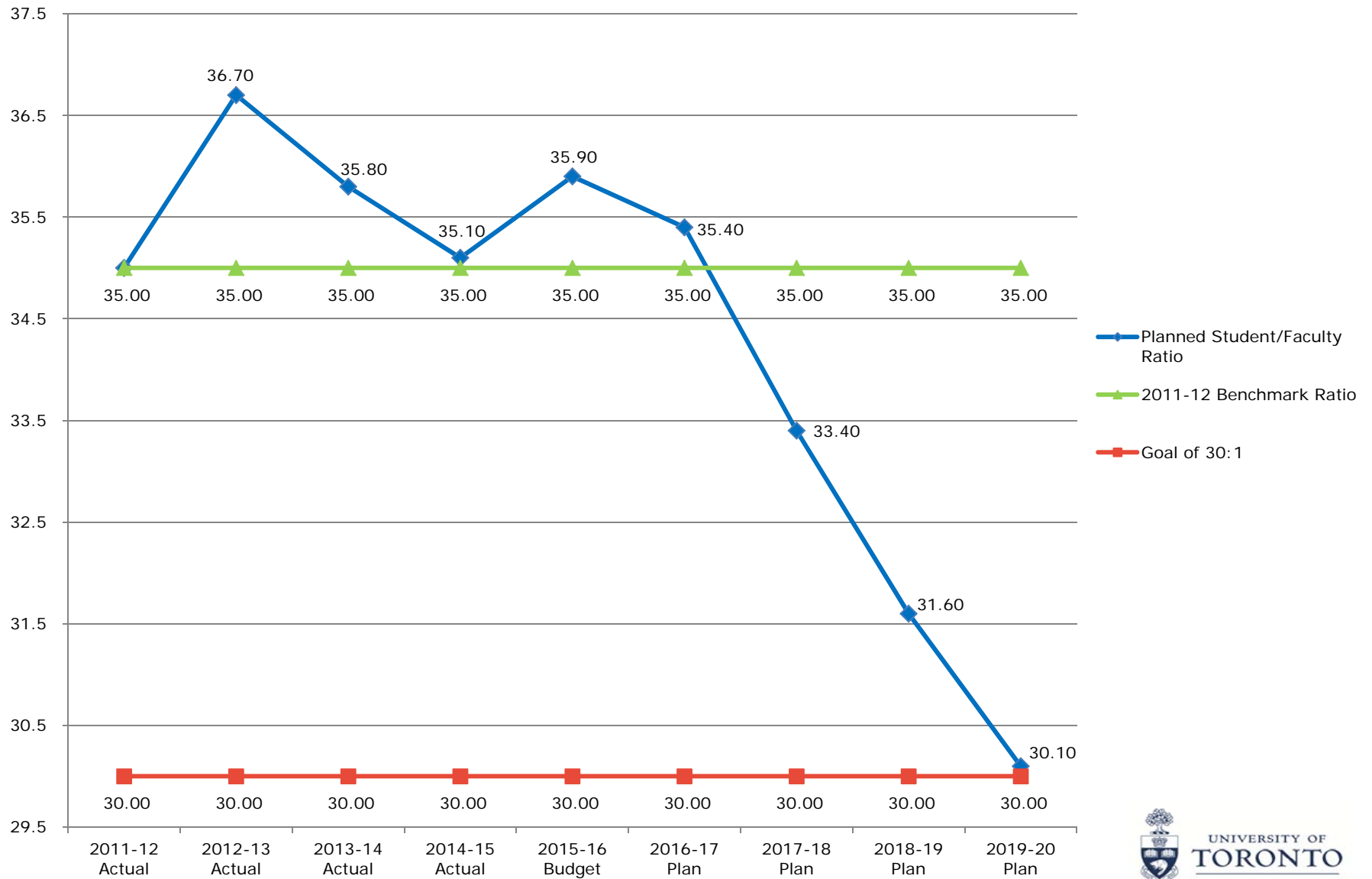
- 225 acres; nearly 2.5 million gsf of built space; replacement cost of about \$2.5 billion
- 21 academic and administrative buildings plus 9 residence complexes

TOTAL REVENUE \$245.0 M

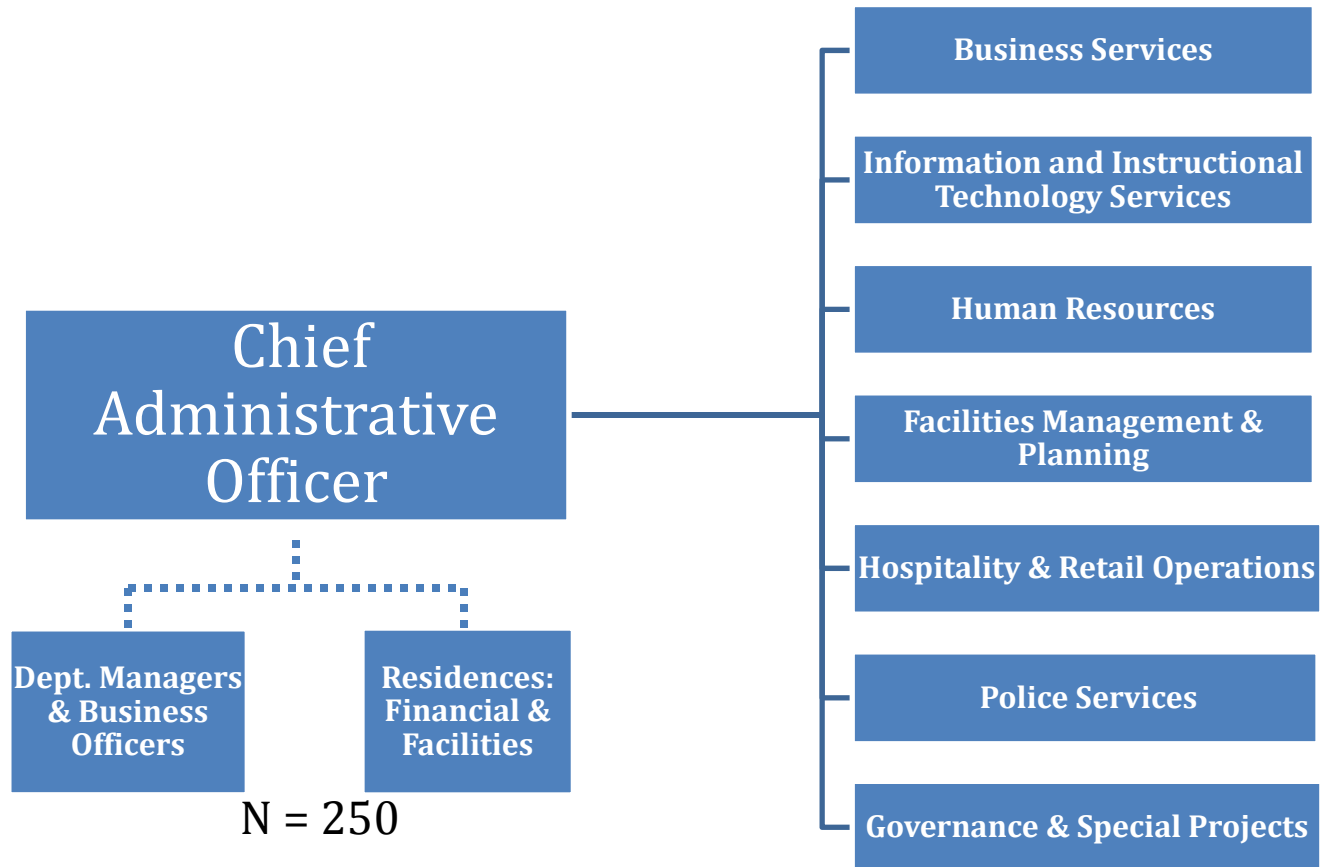
NET OPERATING BUDGET: \$184.3 M (+\$19 M IN ANCILLARIES REVENUE)



STUDENT:FACULTY RATIO



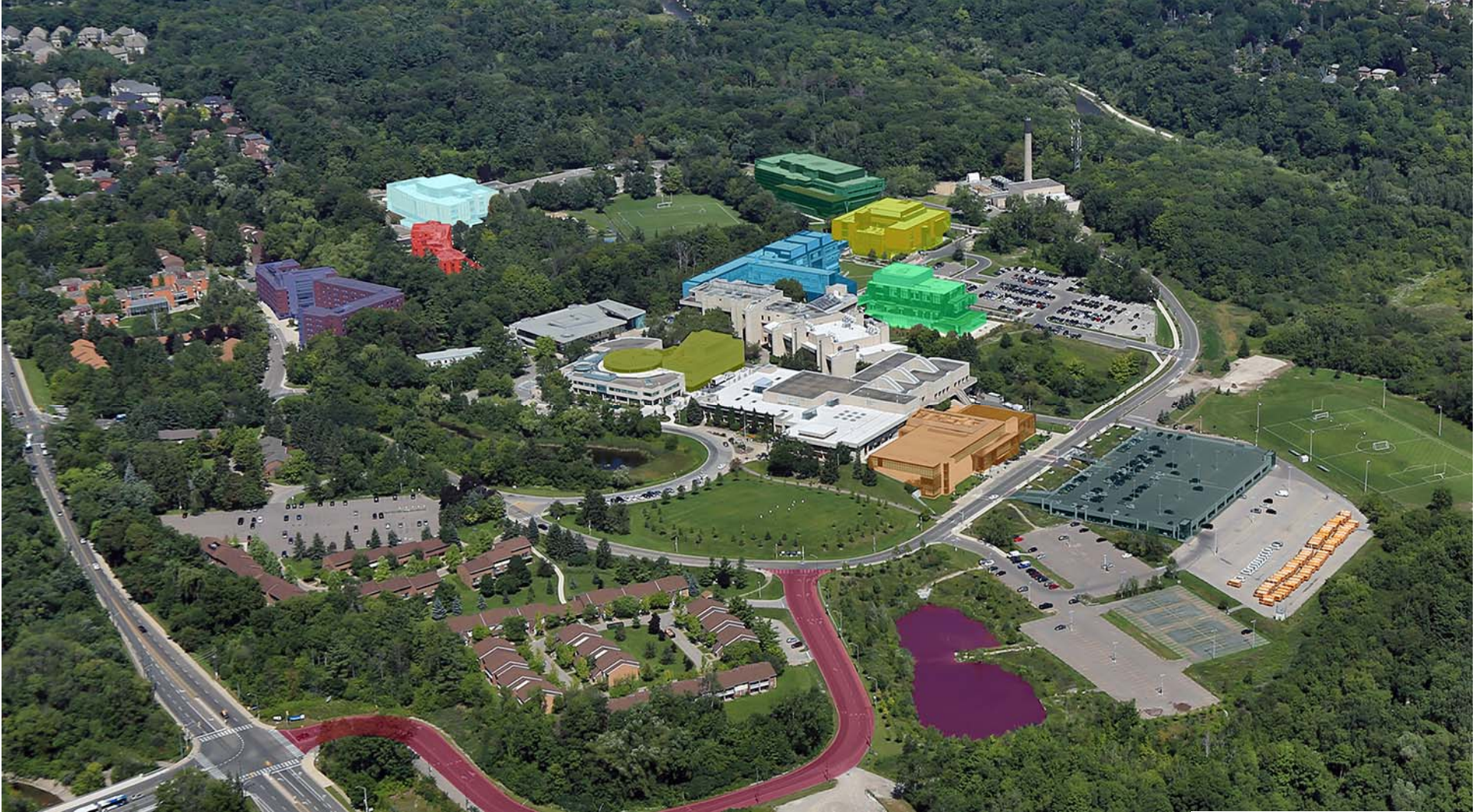
ADMINISTRATIVE STRUCTURE: OFFICE OF THE CAO



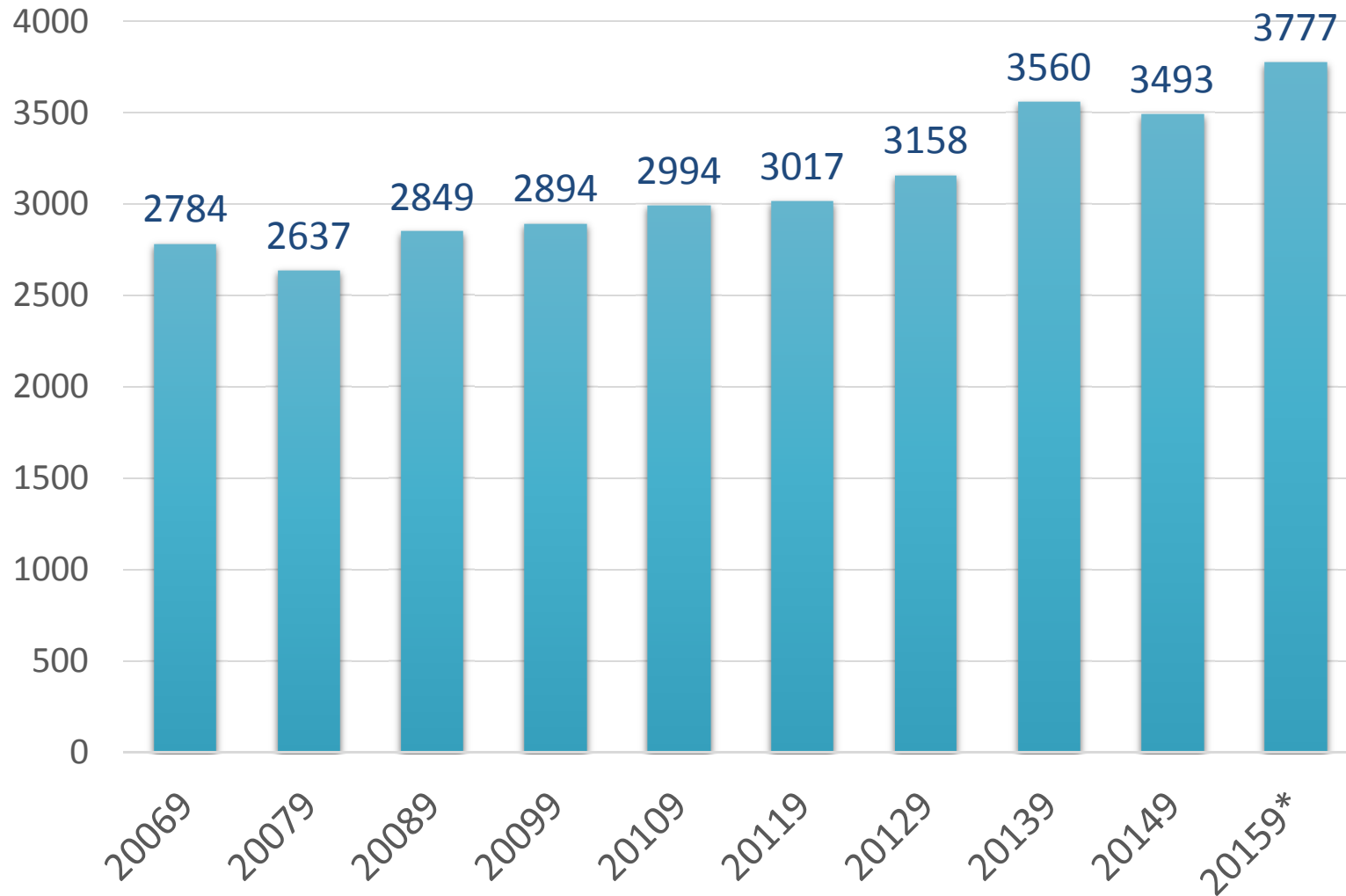
“OTHER STUFF”

- Planning & Budget
- Business Board
- Design Review Committee
- Ad hoc HR groups
- Campus Affairs Committee (+ Agenda Planning)
- Campus Council
- Co-chair UTM Emergency Management Team
- UTM Executive Committee
- UTM Administrative Committee
- UTM Space Planning & Management Committee

A DECADE OF CHANGE



TOTAL NEW INTAKE 2006-2015



*DATA UPDATED SEPTEMBER 4, 2015



CAO FOCUS FOR 2015/16

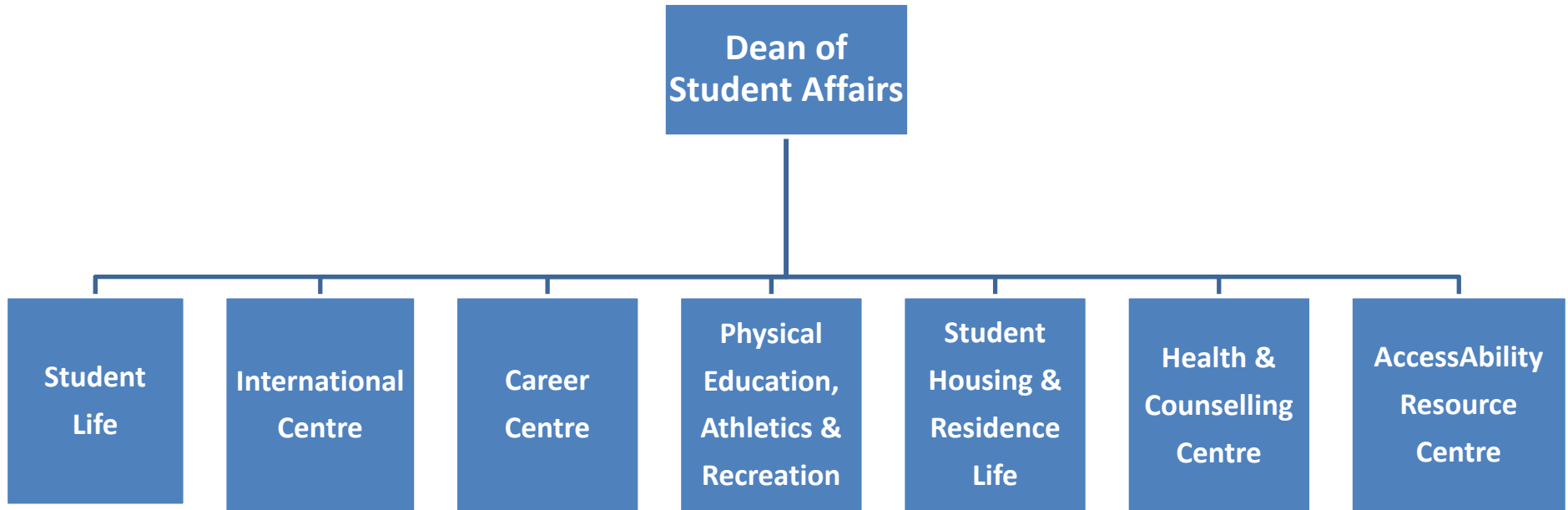
- **IITS**
- Continuing re-alignment; “service first”
- Prototype Active Learning Classrooms
- Infrastructure/coverage improvements

- **Hospitality & Retail Services**
- Food Master Plan Initiatives
- **New Food Services Contract**

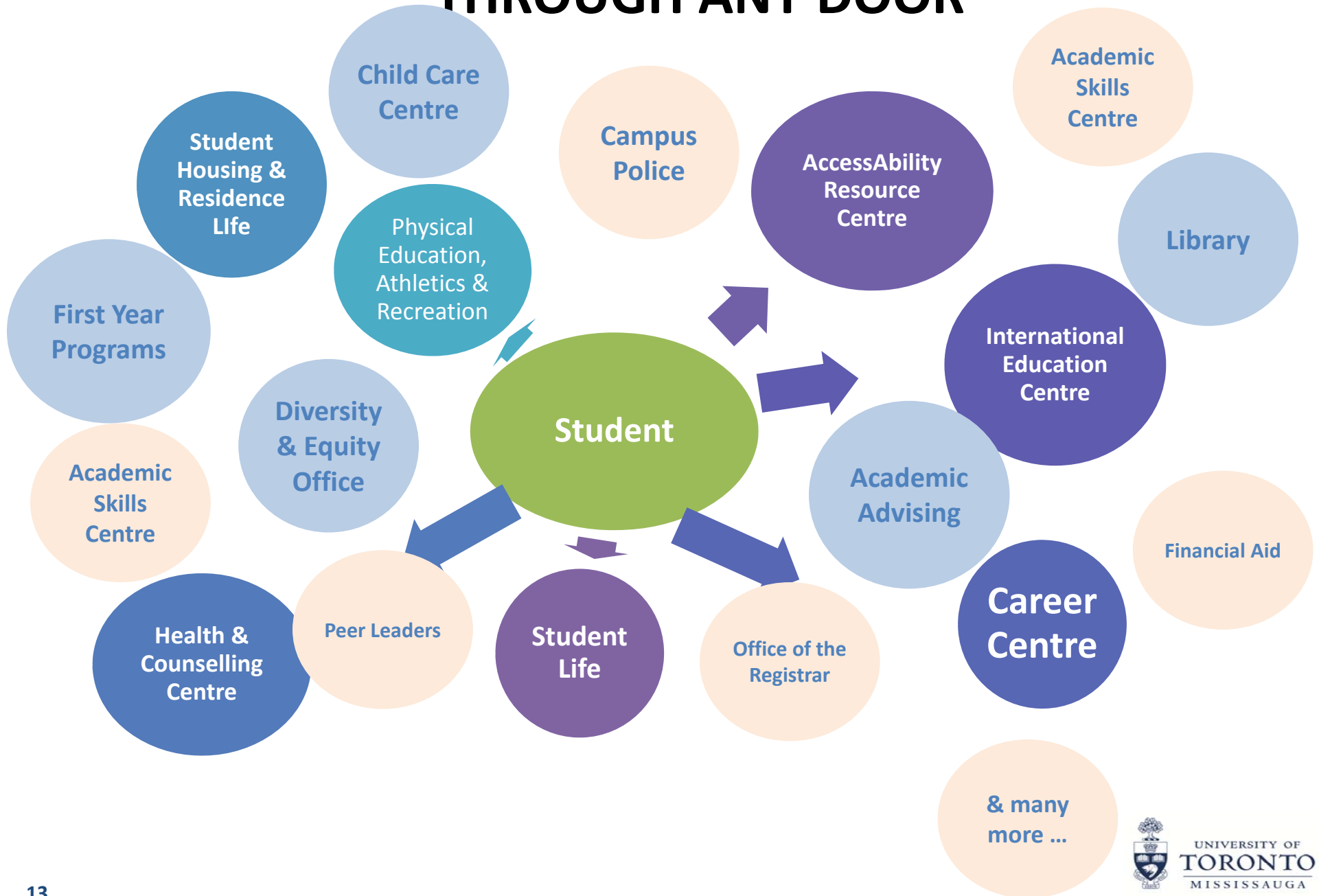
CAO FOCUS FOR 2015/16

- **Financial**
- Budget + Long Term Fiscal Planning
- De-centralizing of budget
- Long Term Capital Plan
- Ancillary Performance (Parking, Food, Residence, Conference)
- **Capital Construction**
- Continuing Projects (e.g. teaching labs, research greenhouse, infrastructure upgrades)
- New (e.g. parking deck; **North2**)

ADMINISTRATIVE STRUCTURE: STUDENT AFFAIRS



THROUGH ANY DOOR

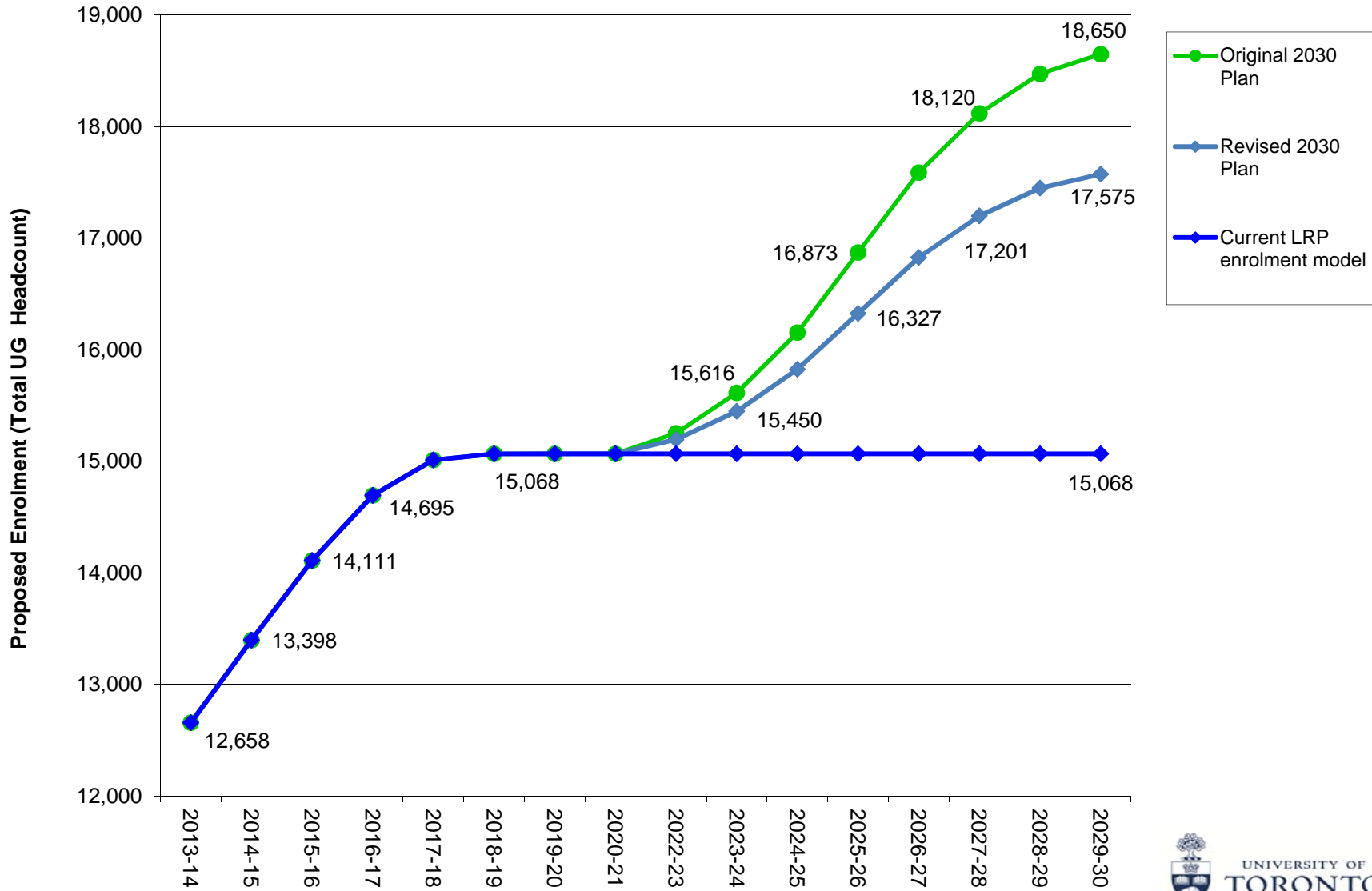


DEAN OF STUDENT AFFAIRS FOCUS FOR 2015-16

- Easing referral processes to make the right experts available more quickly and efficiently
- Supporting local implementation of UT's sexual assault prevention and response plans
- Expanding international learning partnerships
- Annually, bringing forward Student Societies' fee requests and Student Affairs & Services' operating plans and compulsory non-academic incidental fee requests

UTM UNDERGRADUATE ENROLMENT

Planned Growth Under Review



PRIORITY: ENROLMENT

- Enrolment Growth + “Pause” Period
- Domestic Growth Considerations
- Demographics + Western GTA
- Shifting Areas of Interest/Demand

CHALLENGES/OPPORTUNITIES

- Increased competition/Enrolment as driver
- Student-to-Faculty Ratio
- Intensifying fiscal pressures
- Capital Plans
- Remain focused: everything is linked
- Stay the course (but respond nimbly)
- Expect the unexpected

The Road Ahead (two ways to look at it)

