Campus Council and Standing Committees Orientation

UTM Campus Council
Wednesday, October 7, 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 Ulli Krull, Acting Vice-President & Principal]

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
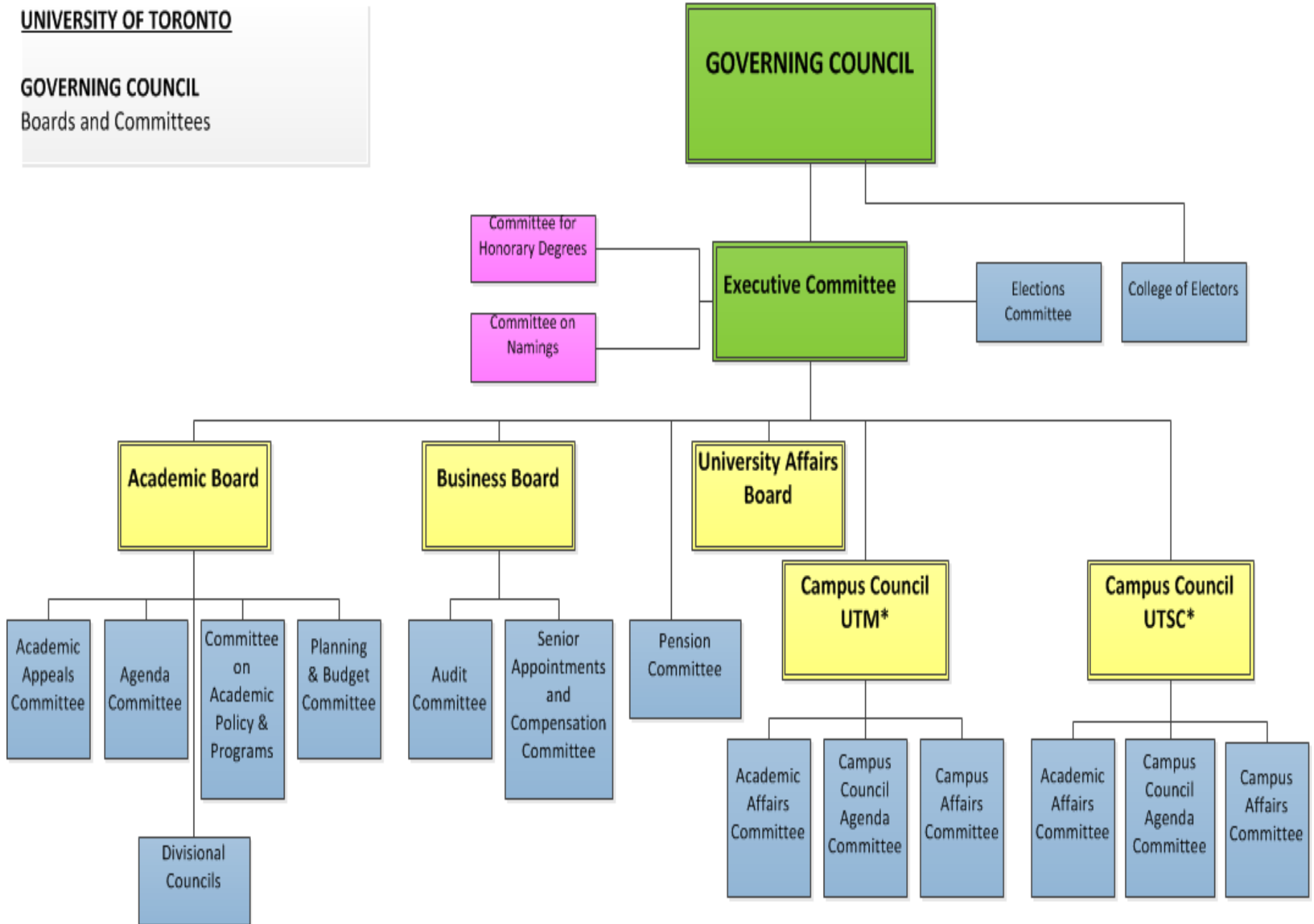# UTM Campus Council

October 7, 2015

Orientation

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What are the Terms of Reference of the CC?

- On behalf of the Governing Council has governance oversight of campus specific matters

- Concerned with matters affecting the Campus' objectives and priorities, development of long-term and short-term plans and the effective use of resources in the course of these pursuits

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GOVERNING COUNCIL

Committee for Honorary Degrees

Committee on Namings

Executive Committee

Elections Committee

College of Electors

Academic Board

Business Board

University Affairs Board

Campus Council UTM*

Campus Council UTSC*

Academic Appeals Committee

Agenda Committee

Committee on Academic Policy & Programs

Planning & Budget Committee

Divisional Councils

Audit Committee

Senior Appointments and Compensation Committee

Pension Committee

Academic Affairs Committee

Campus Council Agenda Committee

Campus Affairs Committee

Academic Affairs Committee

Campus Council Agenda Committee

Campus Affairs Committee

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

- Final body of consideration at campus level with GC Executive Committee confirmation

- Recommends certain items to Academic Board and the Governing Council

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Who are the CC Members ?

- 28 members
  - 2 administrative staff
  - 11 community members
  - 6 teaching staff
  - 4 students
  - 5 *ex officio* members

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What is an Assessor?

- OED:
  1. A person who sits beside; (hence) a person who shares another's position, rank, or dignity.

  2. A person who sits as assistant or adviser to a judge or magistrate; esp. a skilled assistant competent to advise on technical points of law, commercial usage, navigation, etc. (The earliest sense in English.)

  3. (a) A person who assesses taxes.
     (b) A person who officially estimates the value of property or income for purposes of taxation.

Who are the Assessors?

- Campus Council: Vice-President and Principal, Deep Saini/Ulli Krull

- Voting Assessors of AAC
  - Vice-Principal Academic & Dean, Amy Mullin
  - Vice-Principal Research, Bryan Stewart

- Voting Assessors of CAC
  - CAO, Paul Donoghue
  - Dean of Student Affairs, Mark Overton
  - Vice-Principal Academic & Dean, Amy Mullin

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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

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What are the Responsibilities of CC 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

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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 CC this year?
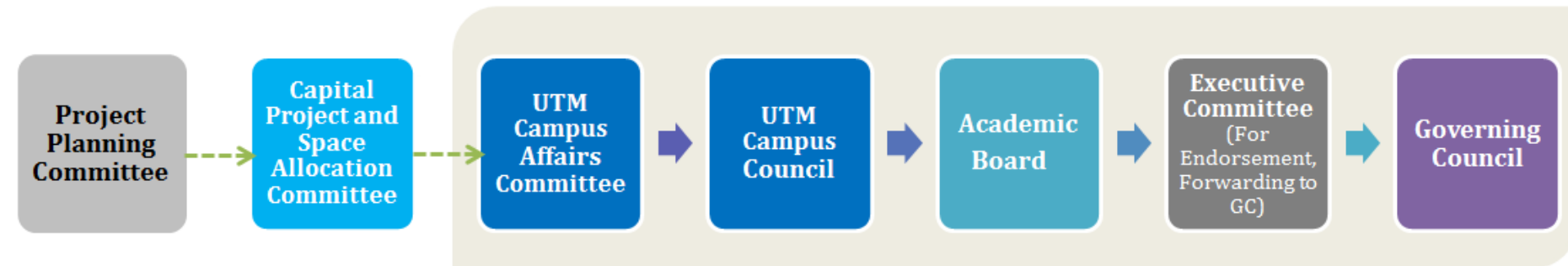
- Developed annually for all Governing Council bodies

- 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

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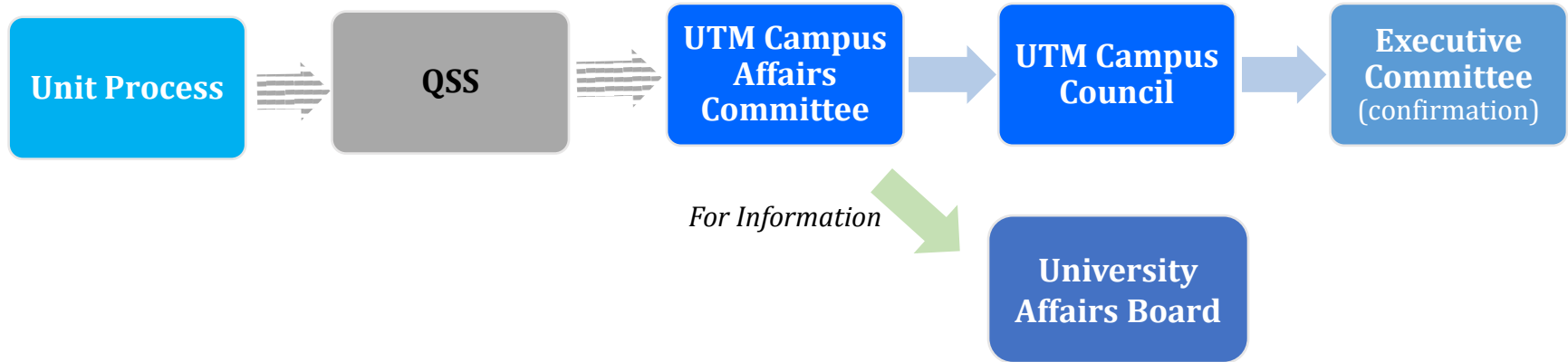MISSISSAUGA

APPROVAL OF CAPITAL PROJECTS

Level 2 ($3 - 10 million)
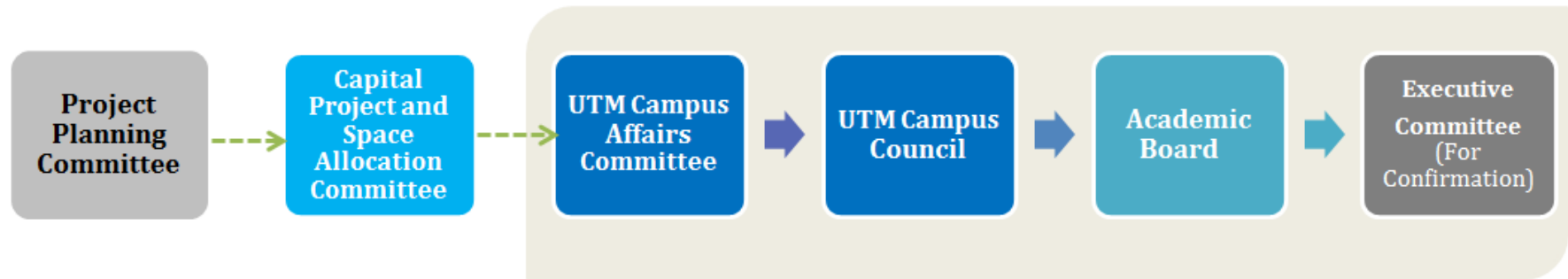
Level 3 (> $10 million)

Execution of the Approved Project/Borrowing

COMPULSORY NON-ACADEMIC INCIDENTAL FEES

Unit Process → QSS → UTM Campus Affairs Committee → UTM Campus Council → Executive Committee (confirmation)

UTM Campus Affairs Committee → *For Information* → University Affairs Board

ANCILLARY BUDGETS

Unit Process → UTM Campus Affairs Committee → UTM Campus Council → Executive Committee (confirmation)

UTM Campus Council → *For Information* → University Affairs Board

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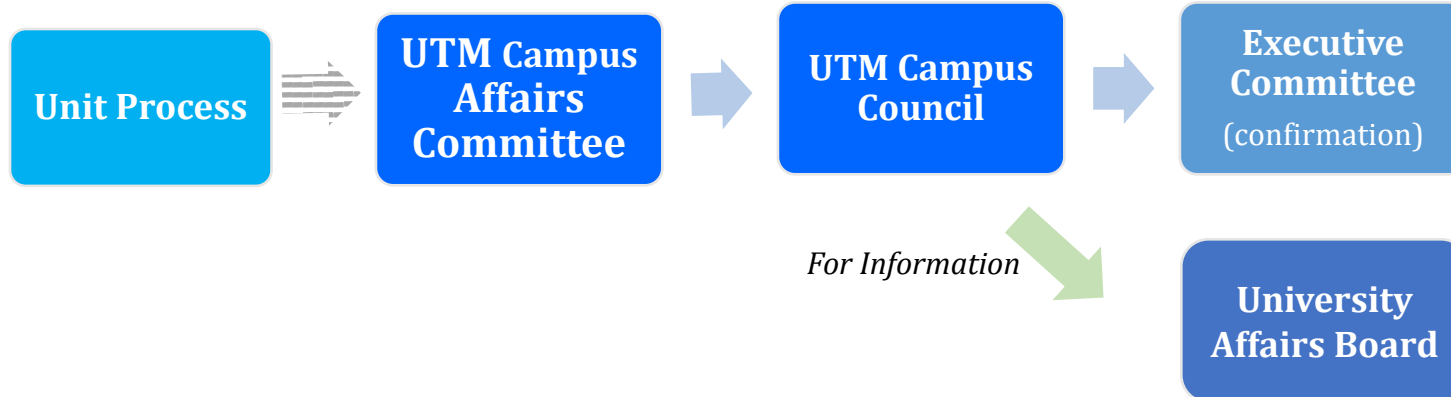
Budget Process

| Integrated Budget Presentation	Overview of Proposed Campus Operating Budget	Budget Review Meetings	Governance Consideration of Institutional Operating Budget
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.	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.	Provost convenes Academic Budget Review Meetings and makes decisions on Enrolment, University Fund, and Proposed Divisional/Campus Budget Envelopes. TVP Reviews Draft Budget	Institutional Operating Budget enters and moves through governance. Campus Operating Budget (within Campus Budget Envelope) enters and moves through governance.

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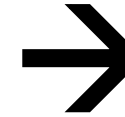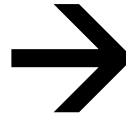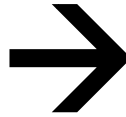
How is the Agenda Set?

- Agenda Committee consists of the Chair, Vice-Chair, the Chairs of the AAC and CAC, the VP&P and one member from each estate

- Items normally recommended by one of its Standing Committees

- Agenda planning is the "hand-off" from the administration to governance

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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.

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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 lastname" and the temporary Password is "June2015".
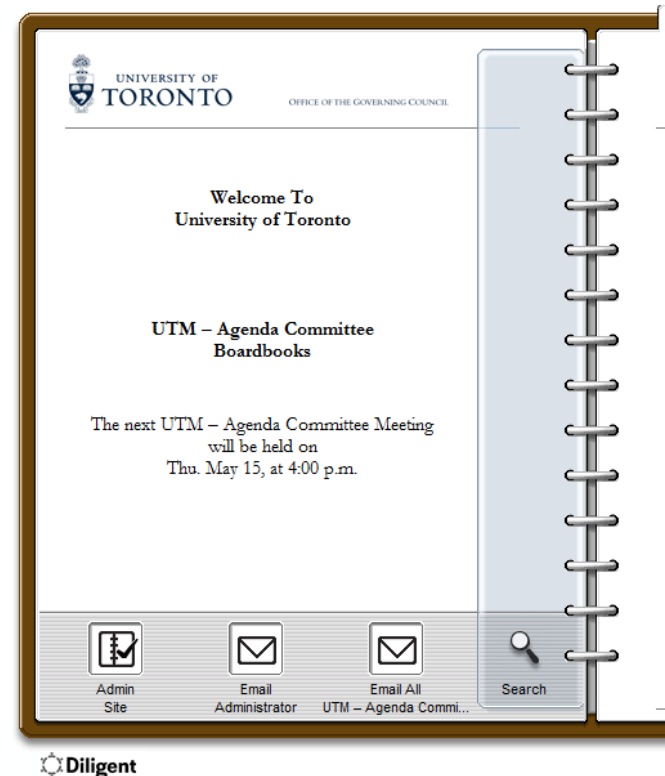
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Campus Snapshot

Campus Council Meeting
October 7, 2015

SENIOR ADMINISTRATIVE STRUCTURE

Vice-President & Principal

- Vice-Principal Academic & Dean
- Chief Administrative Officer
- Dean of Student Affairs
- Registrar and Director of Enrolment Management
- Vice-Principal Research
- Vice-Principal Special Initiatives
- Chief Librarian
- Executive Director, Office of Advancement
- Equity and Diversity Officer

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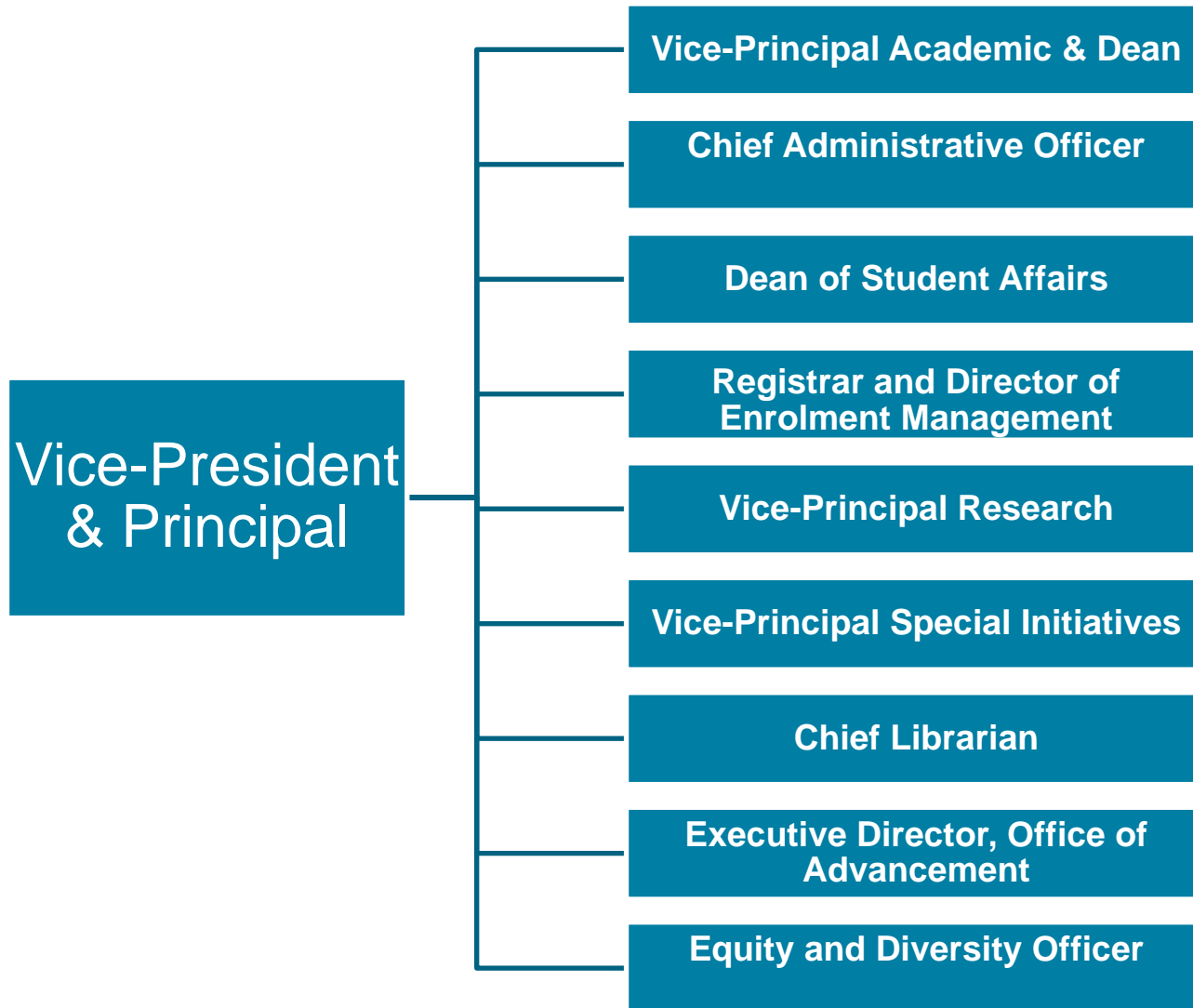
FACTS & FIGURES

- 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)

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TOTAL NEW INTAKE
2006-2015
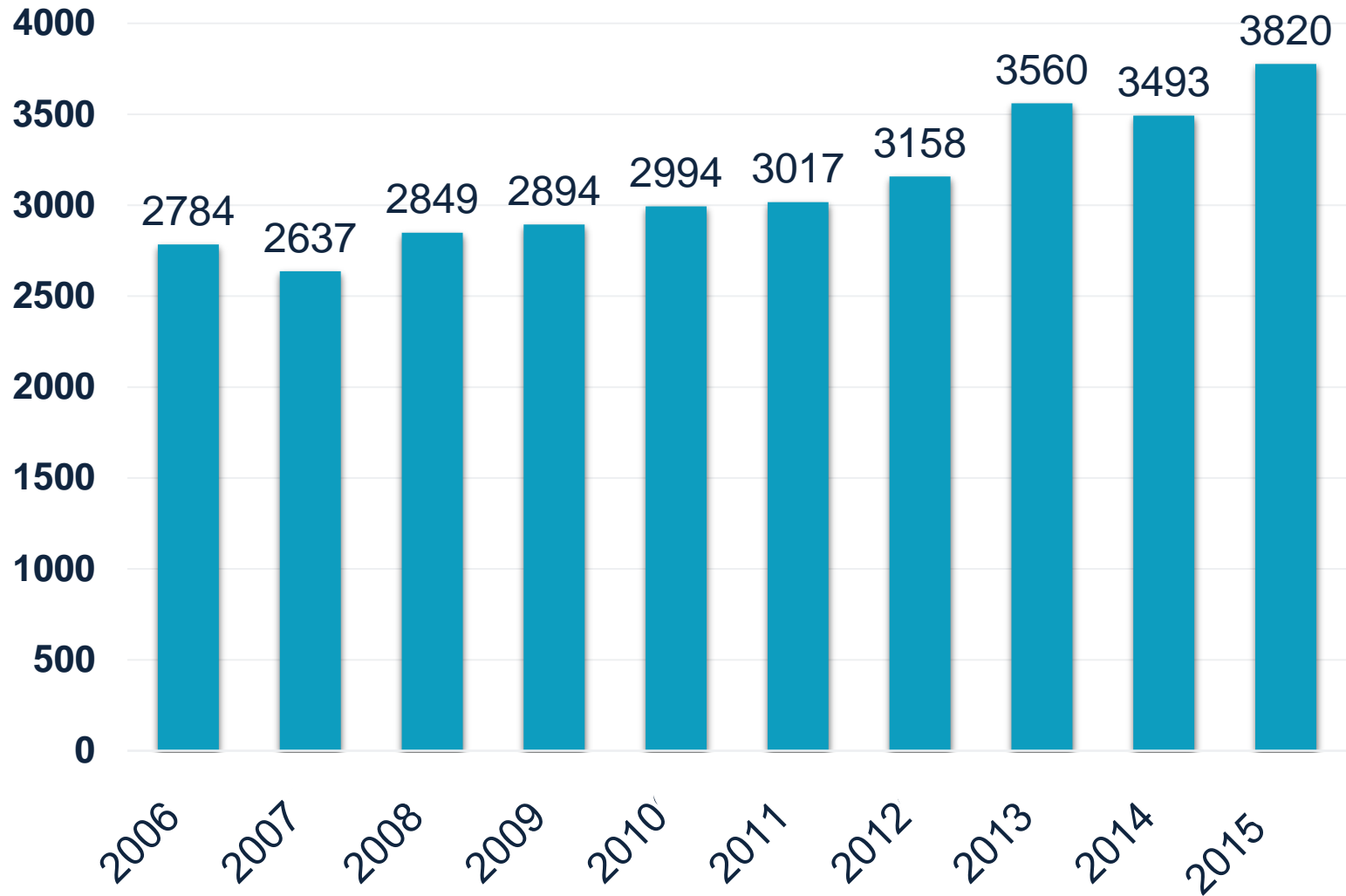
2015 Reg data is as of date 2015-09-30

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TOTAL GRADUATE HEAD COUNT   (INTERNATIONAL & DOMESTIC) 2010-2015

STUDENT:FACULTY RATIO
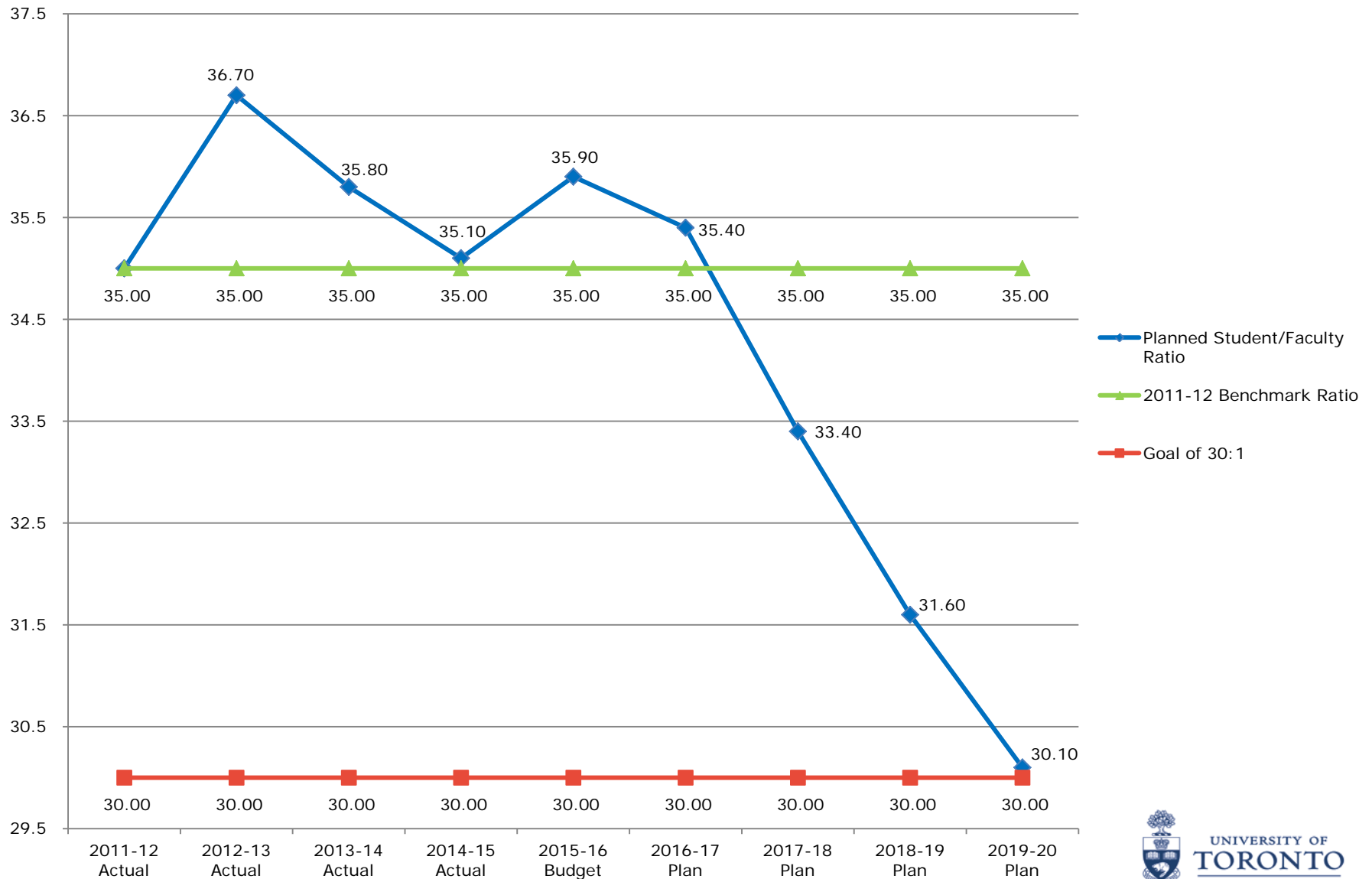
UTM UNDERGRADUATE ENROLMENT
Planned Growth Under Review

PERCENTAGE OF INTERNATIONAL IN TOTAL REGISTRANTS 2005-2015

2015 (REG+INVIT) data is as of date 2015-09-30

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OFFICE OF THE DEAN FOCUS FOR 2015/16

- Search for Vice-Principal, Academic & Dean underway

- UTM undergoing External Review

ADMINISTRATIVE STRUCTURE: OFFICE OF THE CAO

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                                                    ┌─────────────────────────┐
                                                    │    Business Services    │
                                                    └─────────────────────────┘

                                                    ┌─────────────────────────┐
                                                    │ Information and          │
                                                    │ Instructional            │
                                                    │ Technology Services      │
                                                    └─────────────────────────┘

                                                    ┌─────────────────────────┐
                                                    │    Human Resources       │
                                                    └─────────────────────────┘

    ┌──────────────────────┐                        ┌─────────────────────────┐
    │        Chief         │                        │ Facilities Management &  │
    │   Administrative     │────────────────────────│        Planning          │
    │       Officer        │                        └─────────────────────────┘
    └──────────────────────┘
                                                    ┌─────────────────────────┐
                                                    │ Hospitality & Retail     │
                                                    │ Operations               │
                                                    └─────────────────────────┘

  ┌──────────────┐  ┌──────────────┐                ┌─────────────────────────┐
  │ Dept.        │  │ Residences:  │                │     Police Services     │
  │ Managers     │  │ Financial &  │                └─────────────────────────┘
  │ & Business   │  │ Facilities   │
  │ Officers     │  │              │                ┌─────────────────────────┐
  └──────────────┘  └──────────────┘                │ Governance & Special     │
                                                    │ Projects                 │
         Staff = 250                                └─────────────────────────┘
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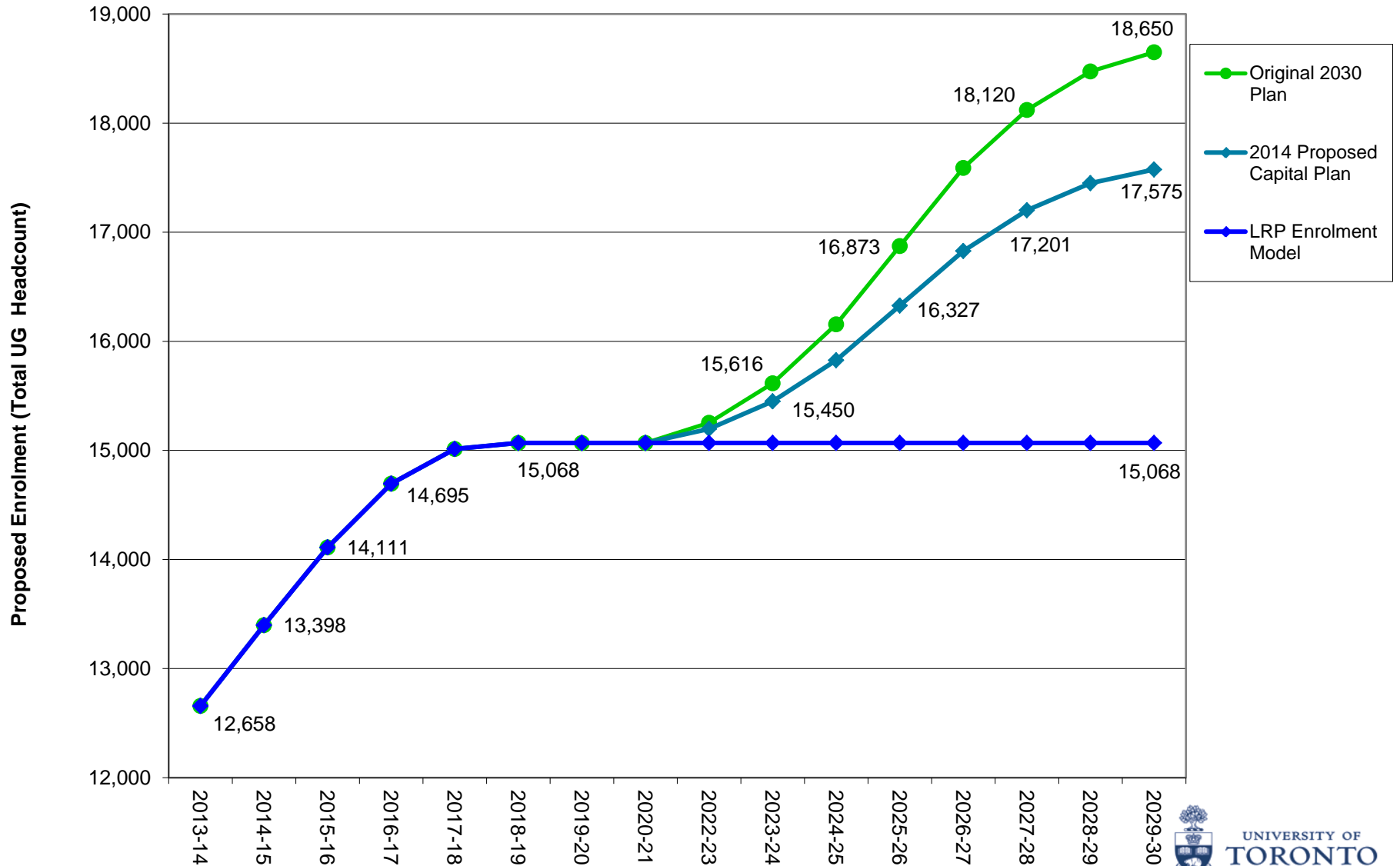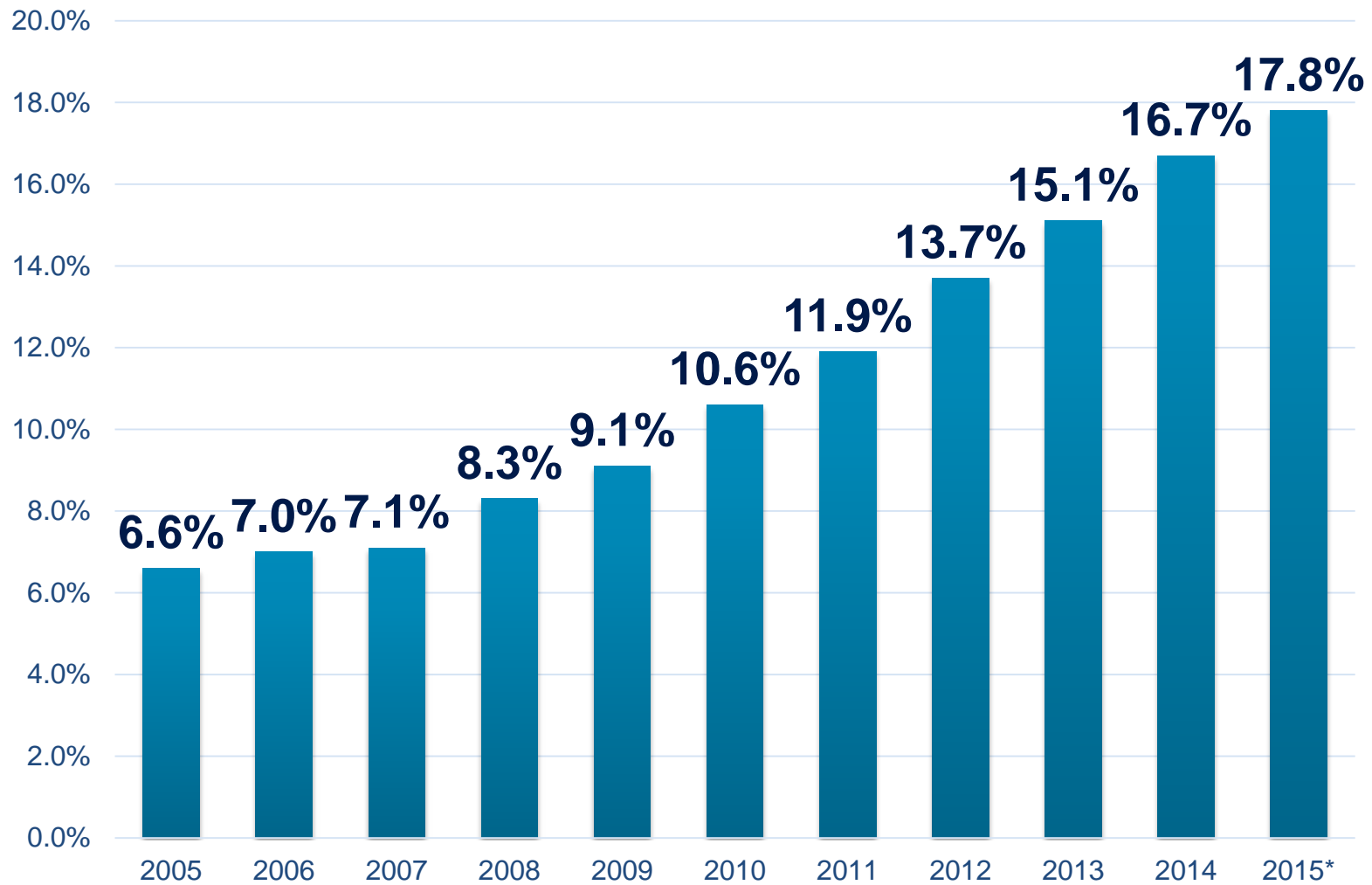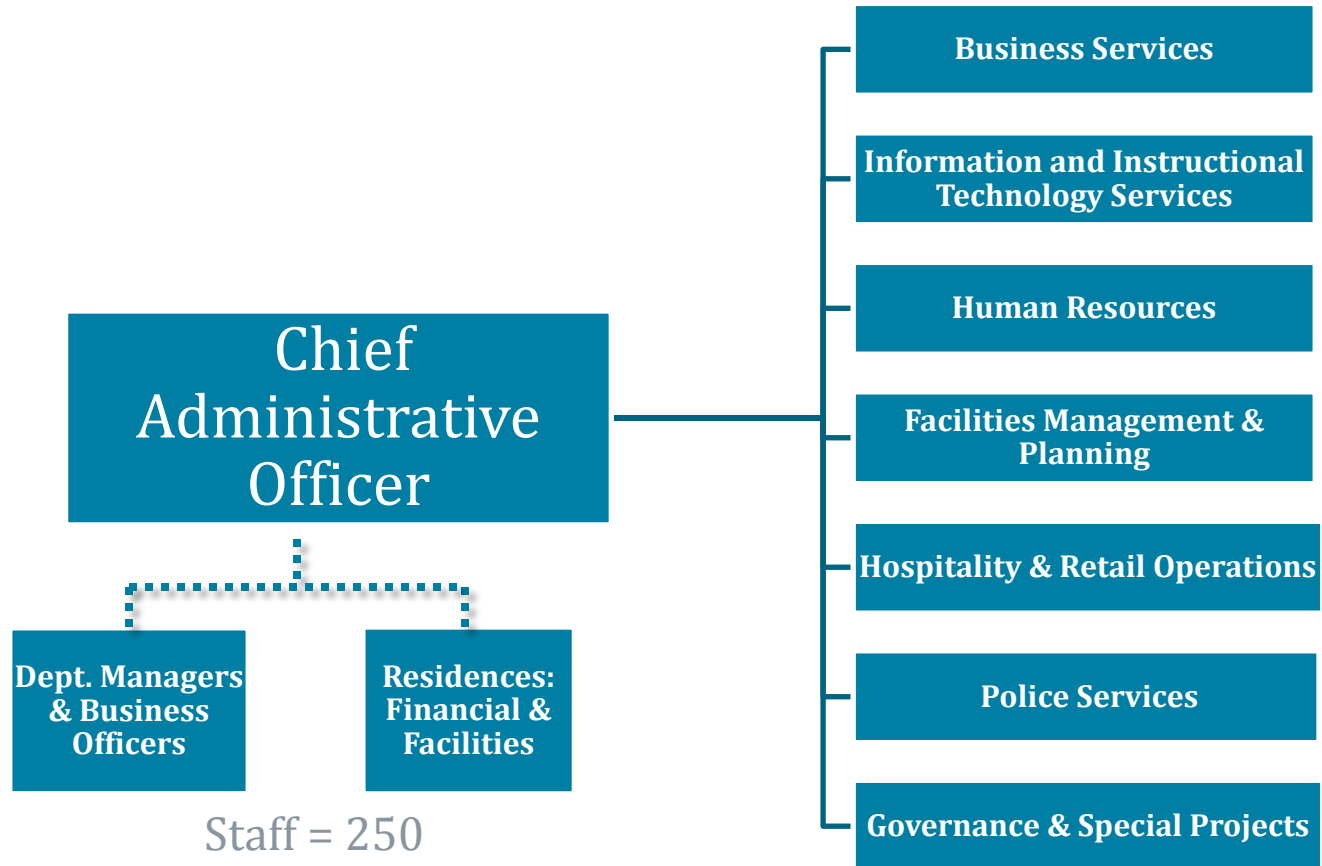
Staff = 250

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CAO FOCUS FOR 2015/16

Financial

- Budget + Long Term Fiscal Planning
- 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**)

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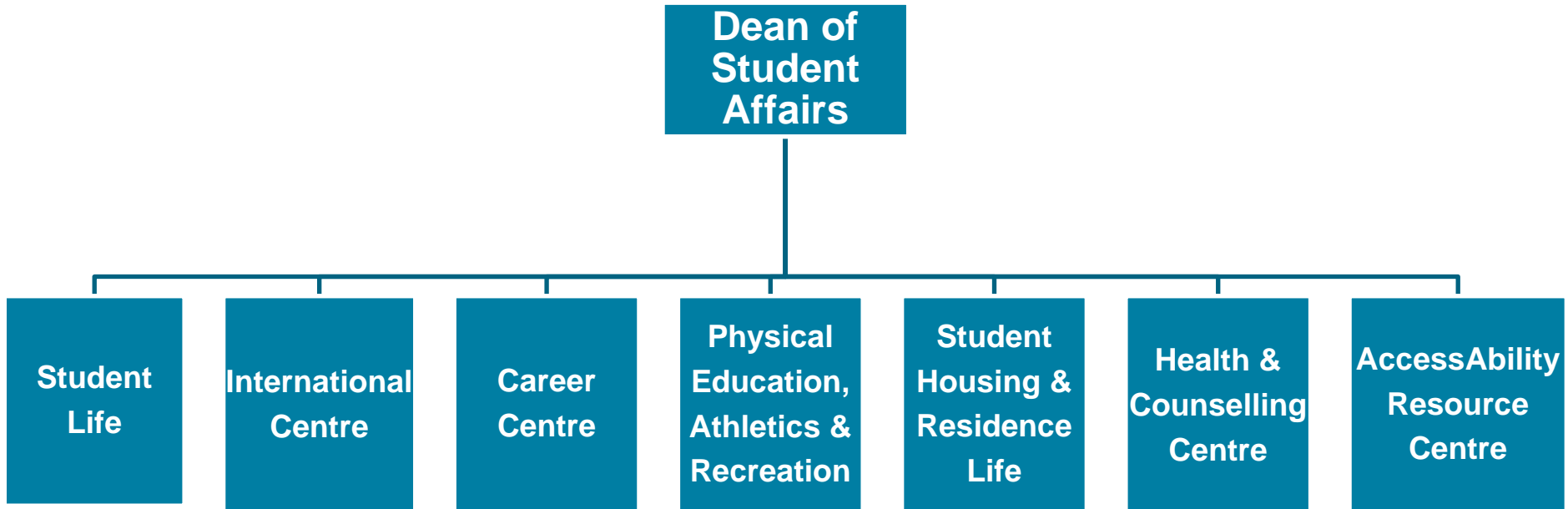TORONTO
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CAO FOCUS FOR 2015/16

IITS

- Continuing re-alignment; "service first"
- Prototype Active Learning Classrooms
- Infrastructure/coverage improvements

Hospitality & Retail Services

- Food Master Plan Initiatives

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ADMINISTRATIVE STRUCTURE STUDENT AFFAIRS

Dean of Student Affairs

- Student Life
- International Centre
- Career Centre
- Physical Education, Athletics & Recreation
- Student Housing & Residence Life
- Health & Counselling Centre
- AccessAbility Resource Centre

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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

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CHALLENGES/OPPORTUNITIES

- Increased competition/Enrolment as driver
- Student-to-Faculty Ratio
- Intensifying graduate and research pressures
- Intensifying fiscal pressures
- Capital Plans
- Remain focused: build on strength
- Recognize opportunity and respond nimbly

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Cover Sheets

1 General

2 Header Information

3 Sponsor & Presenter

4 Jurisdictional Information

5 Previous Action Taken

6 Highlights

7 Recommendation

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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:

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.

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.

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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

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Role of Governance and 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.

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Member Resources

- http://uoft.me/OrientationResources

- Quick access to frequently used member resources (membership lists, assessors, COB, schedules, TOR, portal)

Questions?