

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>

2016-17 Membership List of UTM Campus Council and Standing Committees

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

- <https://www.utm.utoronto.ca/governance/resources/membership-2016-17>

Biographies of Assessors to the UTM Campus Council and Standing Committees

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

2016-17 Meeting Schedule

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

- <http://uoft.me/201617UTMcalendar>

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

The online portal where meeting documentation is uploaded.

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

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>

University of Toronto Mississauga Campus Affairs Committee

**September 15, 2016
Orientation**



UNIVERSITY OF
TORONTO
MISSISSAUGA

Role of Governance

- Administration manages the University, issues reports and proposals
- Governance is the receiver of proposals and reports from the administration
- Role of Governance
 - *Oversight & Advice*
 - *Approval (or rejection) of proposals*
- Governance does not generate proposals

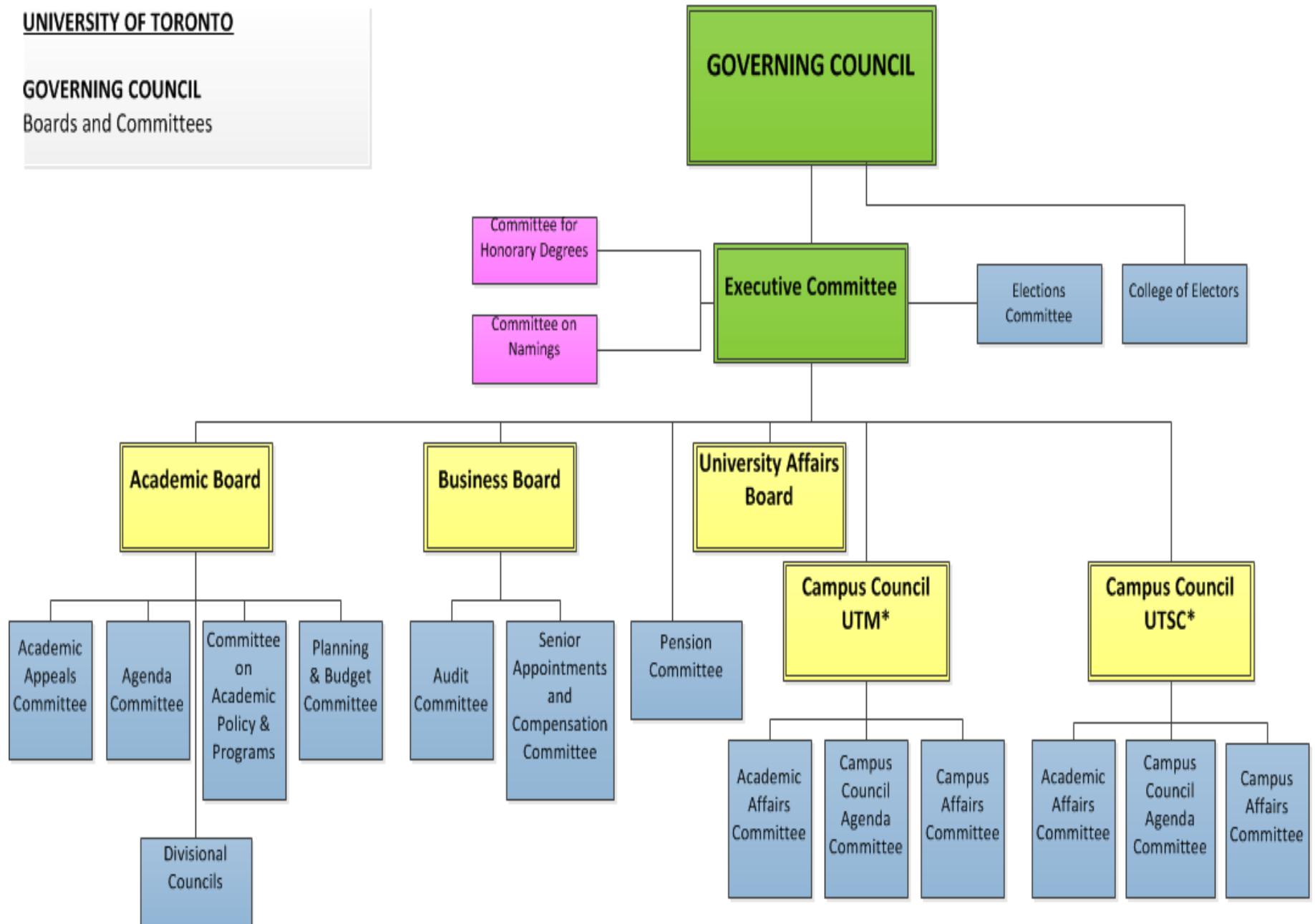




UNIVERSITY OF TORONTO

GOVERNING COUNCIL

Boards and Committees



Terms of Reference of the CAC

- Matters that directly concern the quality of student and campus life
 - *Budget, Campus and student services, Campus Master Plans, Campus security, Capital plans, projects and space, Co-curricular programs, services, and facilities, Compulsory non-academic incidental fees*
- Monitor, review and make recommendations
 - range of planning issues and priorities
 - the use of campus resources
- Receive reports from administrators



Relationship to Other Governing Bodies

- An entry point to governance
 - CAC is expected to have the fullest and most detailed discussion and debate of items
- Most items for recommendation to the Campus Council



Membership of CAC

Membership drawn from each estate

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



Assessors to CAC

- Voting Assessors
 - Mr. Paul Donoghue, Chief Administrative Officer
 - Prof Amrita Daniere, VP Academic & Dean
 - Mr. Mark Overton, Dean of Student Affairs
- Non-voting Assessors
 - Ms Christine Capewell, Director, Business Services
 - Ms Andrea Carter, Director, Student Wellness, Support & Success
 - Ms Stepanka Elias, Director, Operations, Design & Construction
 - Mr. Dale Mullings, Asst. Dean, Students & International Initiatives



Role of the Assessors

- Bring forward proposals from the administration for consideration
- Provide reports for information
- Introduce items before discussion and vote
- Respond to members questions



Responsibilities of CAC Members

- Reflect the perspectives of their estate, as appropriate
- 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 *Orientation Resources*



Decisions of CAC

Proposals may be

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



Effective Participation

- Provide feedback/advice to assessors in preliminary stages of a proposal
- Provide comments/advice on Items for information
- Suggest 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

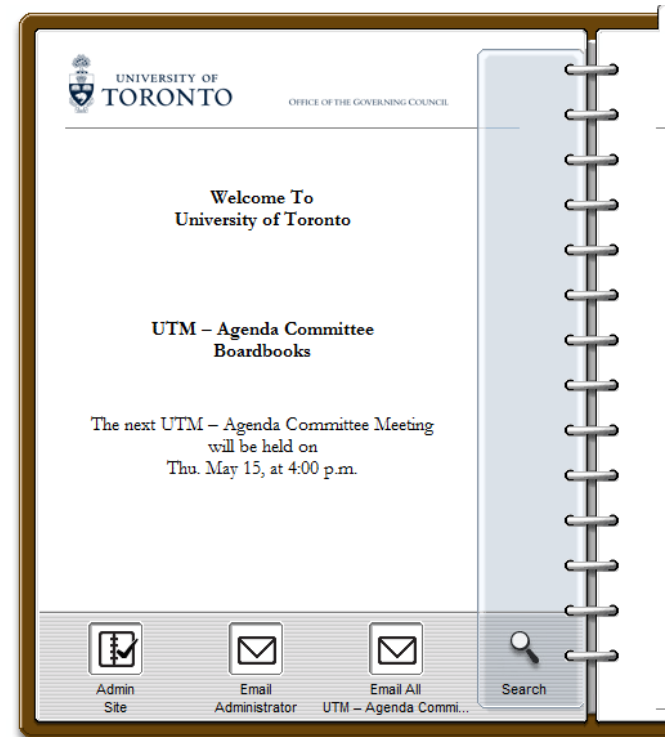
All relevant documentation posted in advance of meetings



Access to Meeting Documents

The Governance Portal: Diligent Boardbooks

- Only tool used to distribute confidential meeting documentation to members
- Password protected
- Instructions for setup:
[http://uoft.me/Governance Portal](http://uoft.me/GovernancePortal) User
Name: “firstname (*space*) lastname” and the temporary Password is **“July2016”**.



Cover Sheets

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



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

Calendar of Business

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



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



How is the Agenda Set?

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



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



The Consent Agenda

- Routine or transactional items that require little discussion or debate
- 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



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, Assistant Secretary of Governing Council – Cindy Ferencz-Hammond
 - UTM Committee Secretary – Mariam Ali



Budget Process

Integrated Budget Presentation

VPUO and Campus CAO provide integrated budget presentations to members of UTM 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

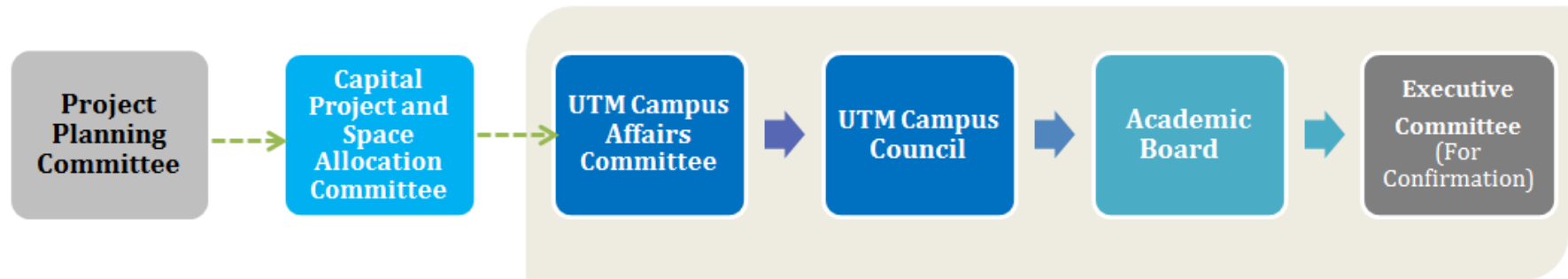
Institutional Operating Budget enters and moves through governance.

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

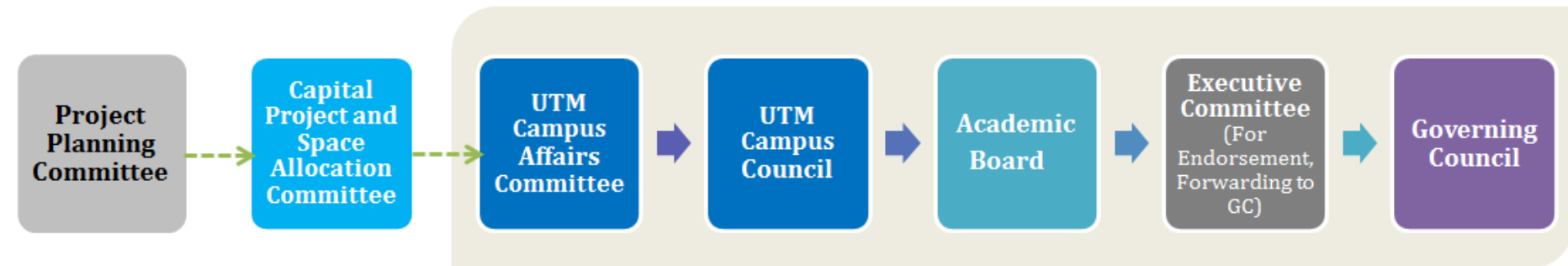


APPROVAL OF CAPITAL PROJECTS

Level 2 (\$3 - 10 million)



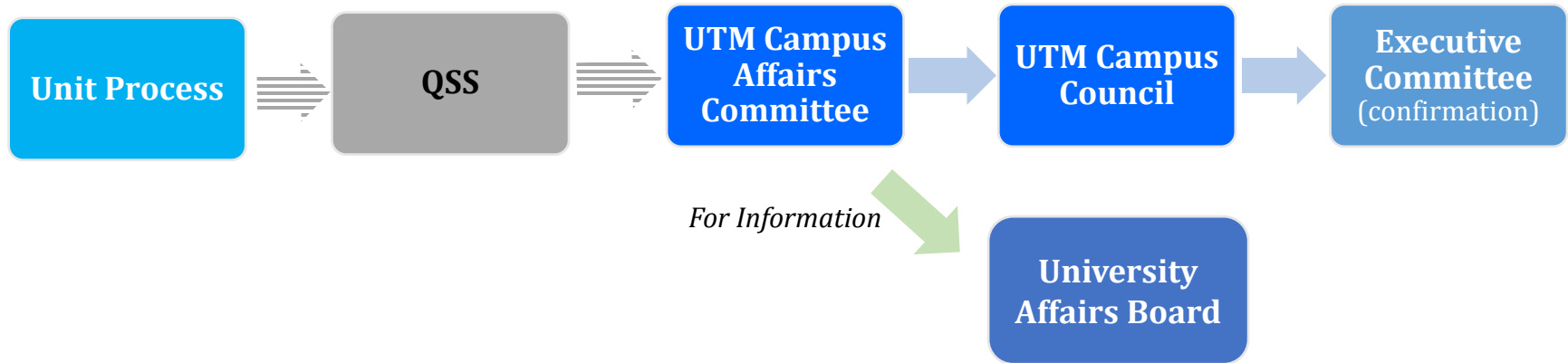
Level 3 (> \$10 million)



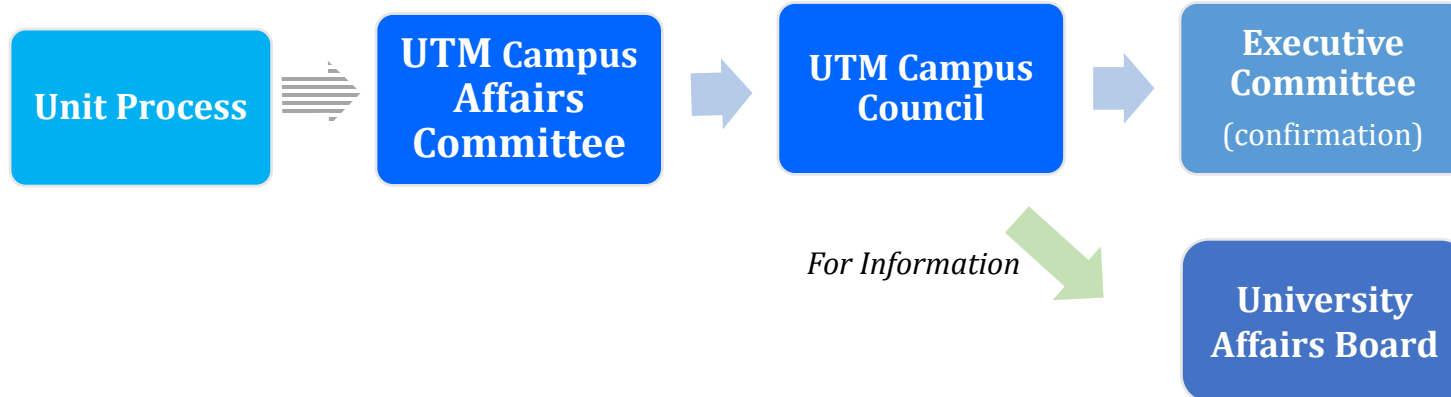
Execution of the Approved Project/Borrowing



COMPULSORY NON-ACADEMIC INCIDENTAL FEES



ANCILLARY BUDGETS



Member Resources

- <http://uoft.me/OrientationUTM201617>
- Quick access to frequently used member resources (membership lists, assessors, COB, schedules, TOR, portal)



Questions?



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University of Toronto Mississauga

Campus Affairs Committee

September 15, 2016

FACTS & FIGURES

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

147 PROGRAMS AND 90 AREAS OF STUDY

- Over 14000 students (undergraduate + graduate) (top 1/3rd of Canadian universities)
- Over 2500 full-time & part-time employees, including 980 permanent faculty & staff

OVER 54000 ALUMNI

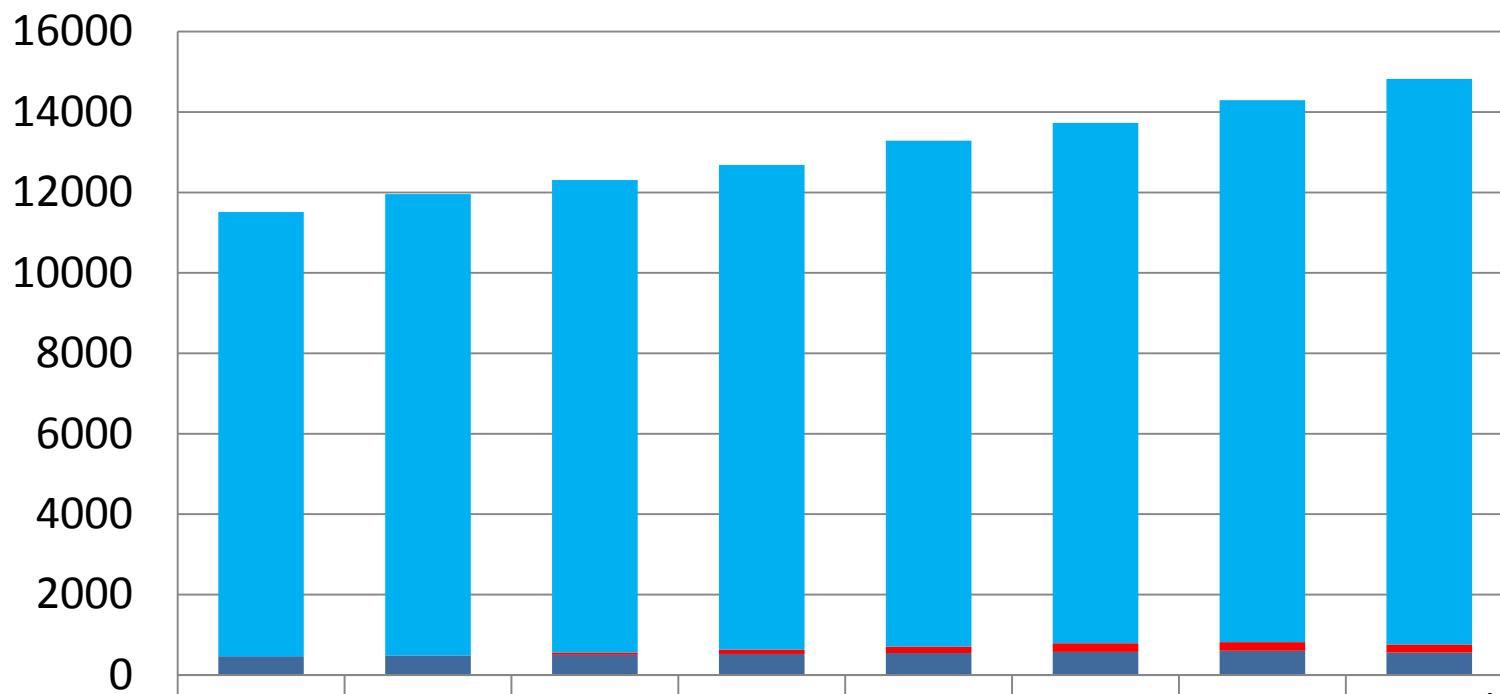
U of T is ranked first in Canada for its research - UTM is a part of that success

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

TOTAL REVENUE \$270.4 M

NET OPERATING BUDGET: 204.2 M (+\$20 M IN ANCILLARIES REVENUE)

PRIORITY: ENROLMENT

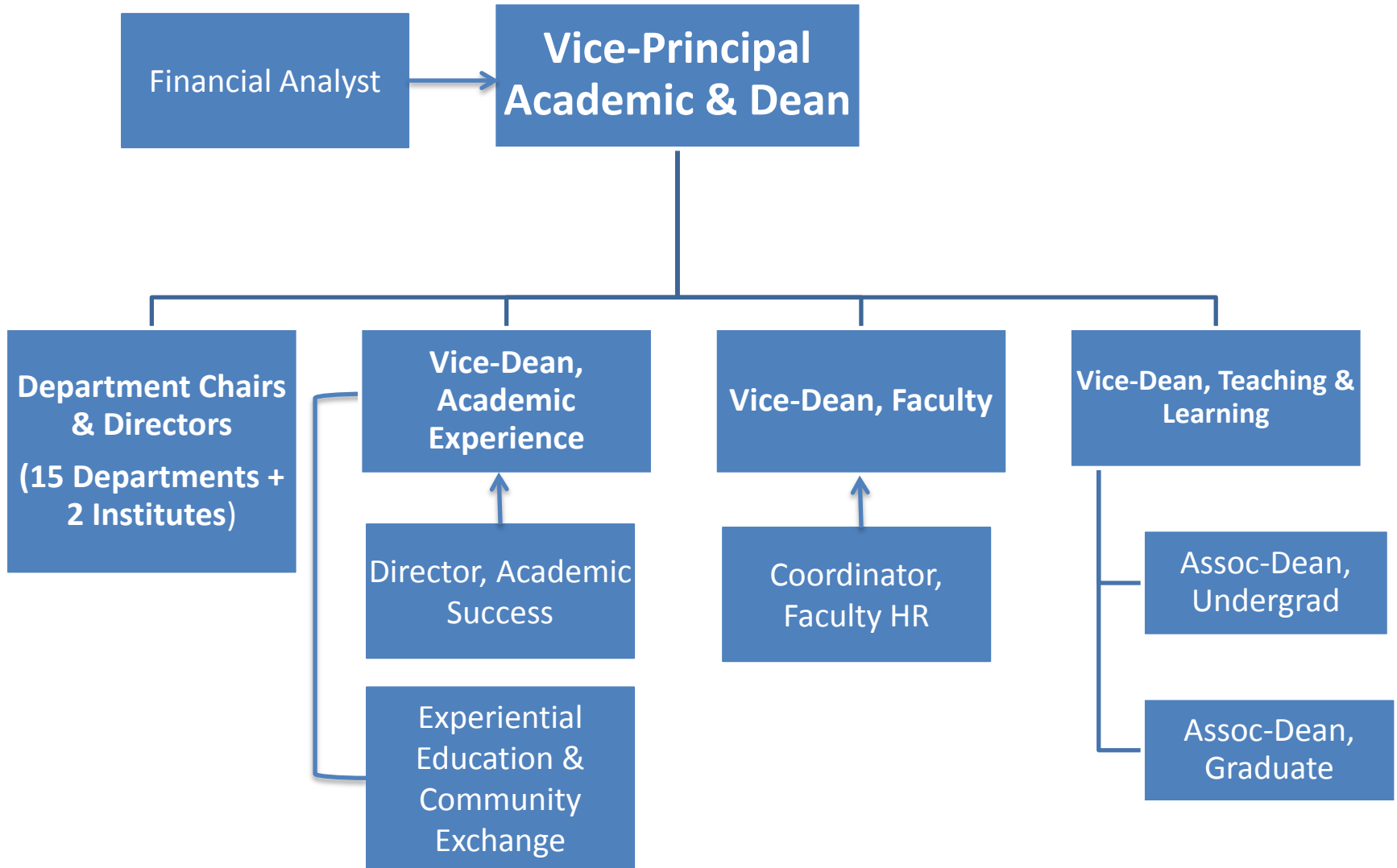


	20099	20109	20119	20129	20139	20149	20159	20169*
Undergraduate	11047	11471	11750	12051	12581	12939	13478	14066
MAM	0	0	54	107	160	214	215	202
Graduate**	468	487	506	524	546	575	602	558

* 20169 data is as of Sept.7th 2016 (still early)

** 20169 graduate numbers: Likely New PHD stream students have yet to declare UTM as their associated org.

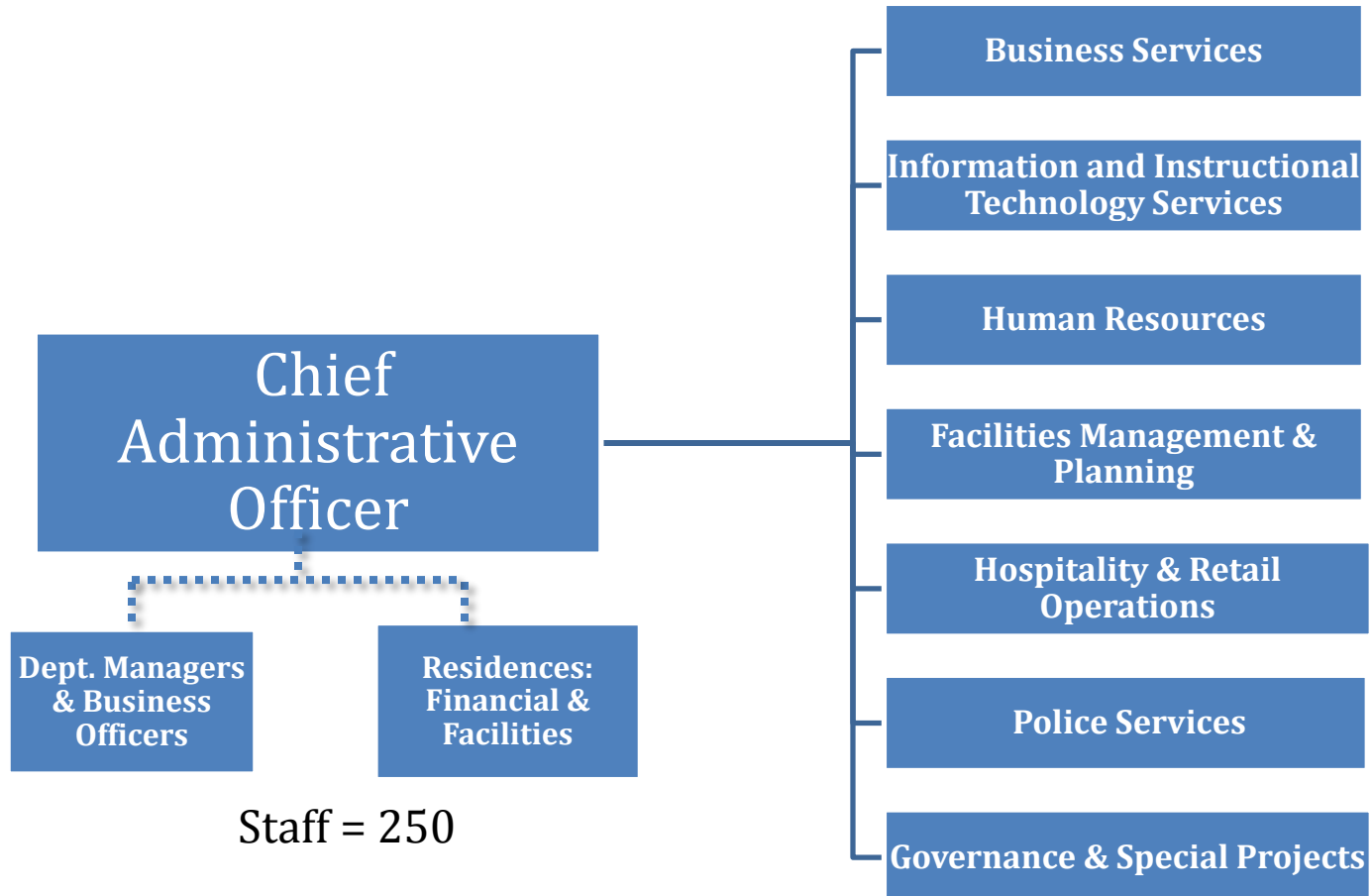
Administrative Structure: Office of the Dean



OFFICE OF THE DEAN FOCUS FOR 2016-17

- Reorganization of Office of Dean to create proactive and visionary capacity
- Development of UTM vision and identity through collaborative process
- Development of strategic plan to begin implementing vision
- Overseeing faculty growth and renewal– 37 positions

ADMINISTRATIVE STRUCTURE: OFFICE OF THE CAO



CAO FOCUS FOR 2016-17

- **Financial**
- Budget + Long Term Fiscal Planning
- Long Term Capital Plan
- Ancillary Performance (Parking, Food, Residence, Conference)
- **Capital Construction**
- Continuing Projects:
 - e.g. teaching labs, North 2
- New:
 - Strategic Investment Fund (SIF) Projects; research and research-related infrastructure, \$17.1M
 - Pending Projects: Science Wing, Davis 2

CAO FOCUS FOR 2016-17

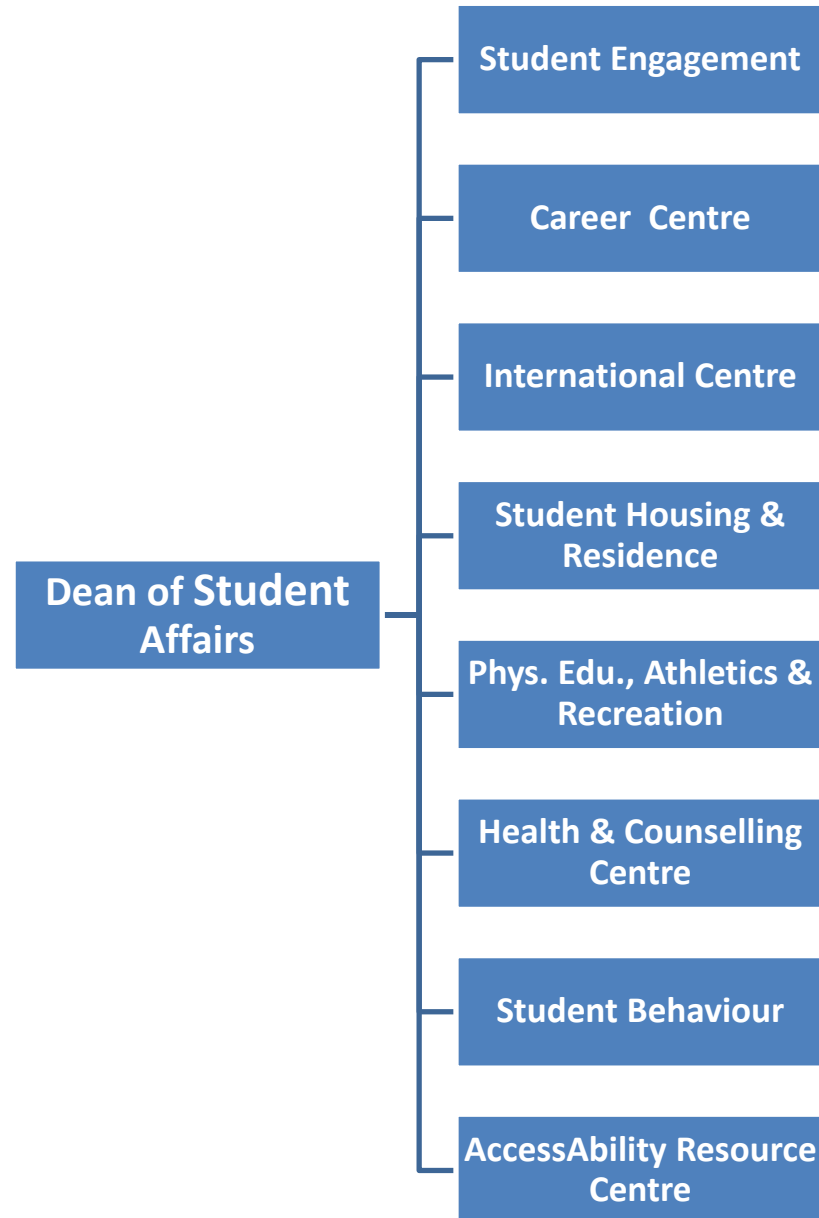
- **IITS**
- Continuing re-alignment; “service first”
- Infrastructure/coverage improvements

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

“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

ADMINISTRATIVE STRUCTURE: STUDENT AFFAIRS



DEAN OF STUDENT AFFAIRS FOCUS FOR 2016-17

- Local implementation of UT's sexual violence, education, prevention and response plans
- New support process for student crisis, sexual violence, safety and student code issues
- Student well-being initiatives and partnerships
- Annually, bringing forward Student Societies' fee requests and Student Affairs & Services' operating plans and compulsory non-academic incidental fee requests

CHALLENGES/OPPORTUNITIES

- Increasing competition
 - Student-to-Faculty Ratio
 - Intensifying graduate and research pressures
 - Intensifying fiscal pressures
 - Capital plans: North II, Student Services Plaza, Science Wing
 - Brampton
-
- Shared vision for UTM
 - Remain focused: build on strength
 - Recognize opportunity and respond nimbly

A DECADE OF CHANGE

