



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 UTM Campus Council

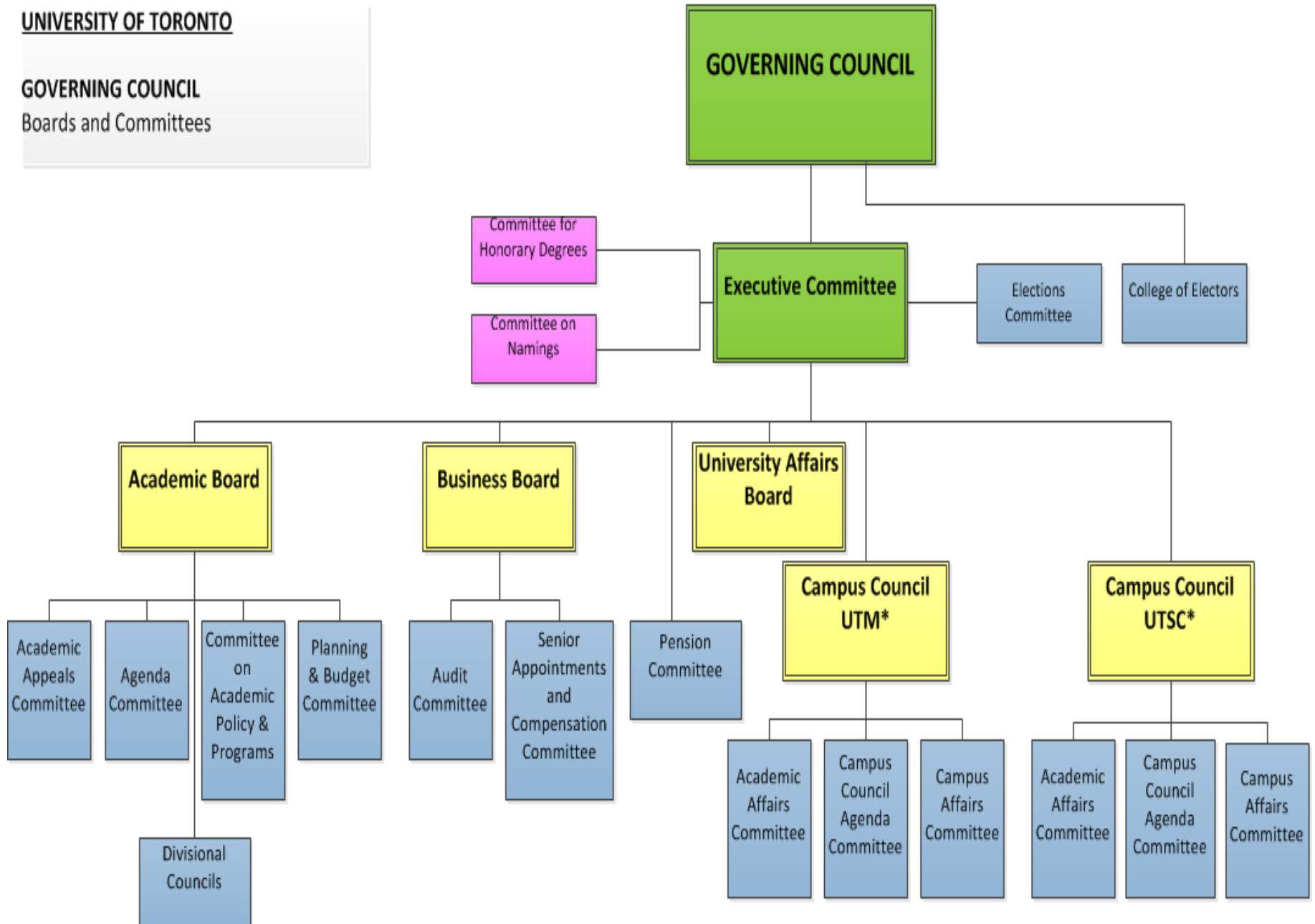
October 6, 2016
Orientation



UNIVERSITY OF
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MISSISSAUGA

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



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

Who are the CC Members ?

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

What is an Assessor?

OED:

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

- b) 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.)

- c) A person who assesses taxes and officially estimates the value of property or income for purposes of taxation.

Who are the Assessors?

- **Campus Council:**
 - Voting Assessor: Interim Vice-President and Principal Ulli Krull
 - Non-Voting Assessors: Professor Amrita Daniere (VP Academic and Dean) and Mr. Paul Donoghue (CAO)
- Voting Assessors of **AAC**
 - Vice-Principal Academic & Dean, Prof. Amrita Daniere
 - Vice-Principal Research, Prof. Bryan Stewart
- Voting Assessors of **CAC**
 - CAO, Paul Donoghue
 - Dean of Student Affairs, Mark Overton
 - Vice-Principal Academic & Dean, Prof. Amrita Daniere



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 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 *Orientation Resources*

Committee Members: Tips for Effective Participation

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

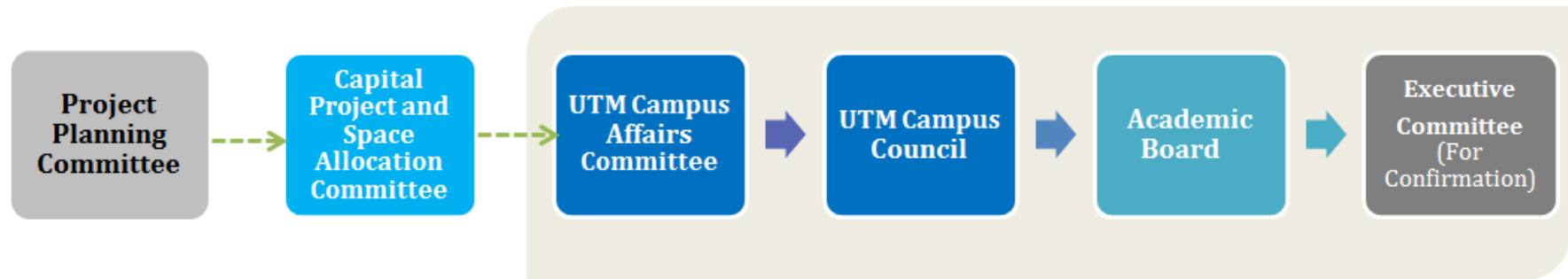
- **Adding value**
 - provide feedback/advice to assessors in preliminary stages of a proposal
 - make suggestions for improvements to presentations for subsequent bodies in the governance process
 - ask questions (if answers will require preparation it is best practice to alert assessors in advance 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?

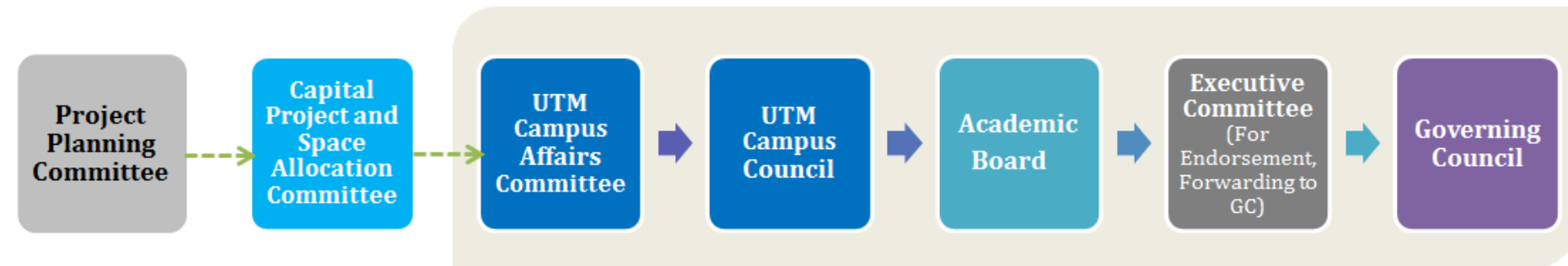
- Developed annually for all Governing Council bodies
- An overview of all anticipated business to be transacted in the year
- New items are added (updated every Friday) as they arise from the administration

APPROVAL OF CAPITAL PROJECTS

Level 2 (\$3 - 10 million)



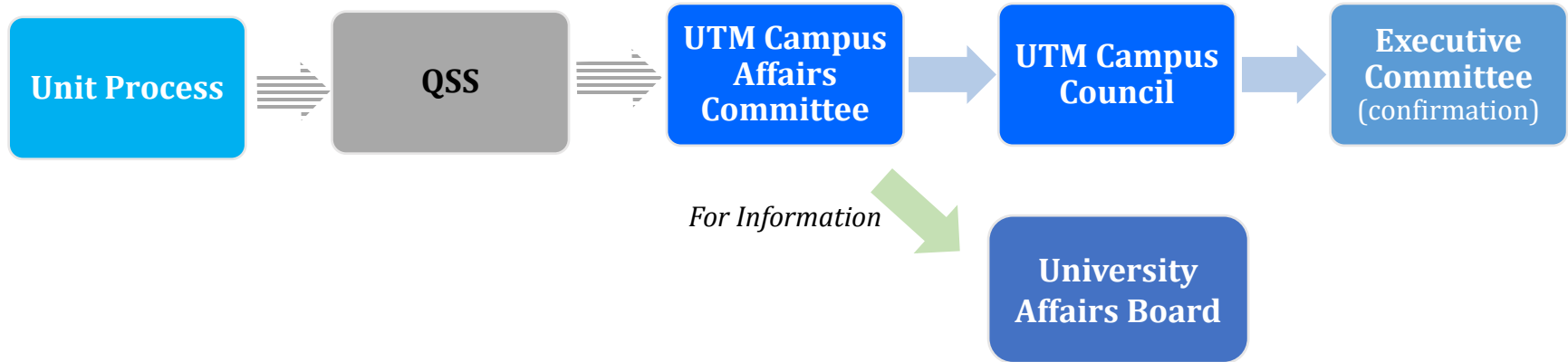
Level 3 (> \$10 million)



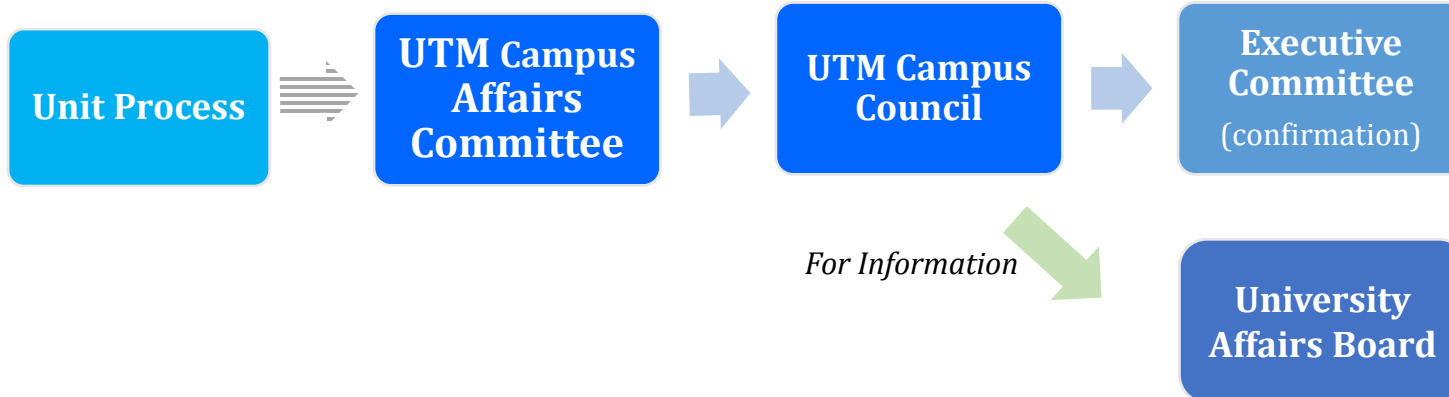
Execution of the Approved Project/Borrowing



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

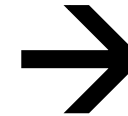
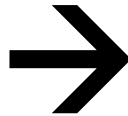
Provost convenes Academic Budget Review Meetings and makes decisions on Enrolment, University Fund, and Proposed Divisional/Campus Budget Envelopes.

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 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



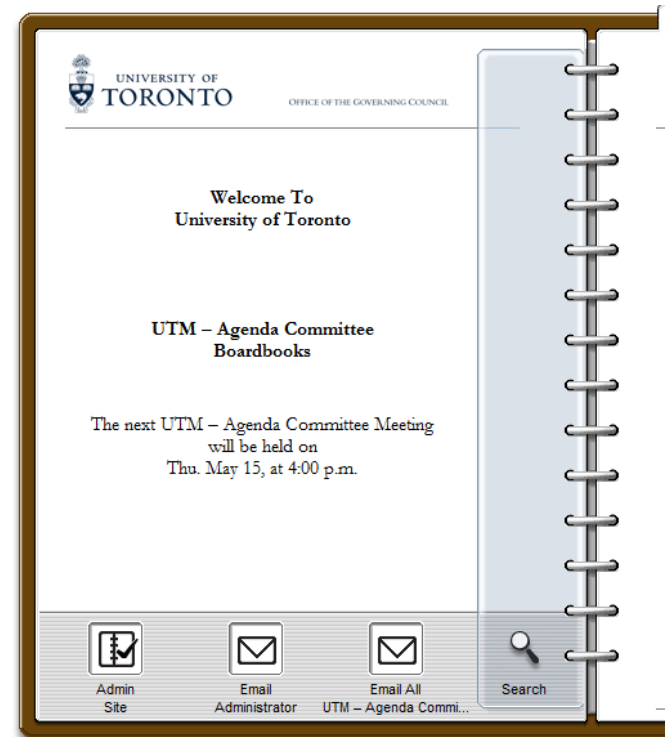
What is the Consent Agenda ?

- 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/Governance Portal](http://uoft.me/GovernancePortal) User
Name: “firstname lastname”
and the temporary
Password is **“July2016”**.



Diligent

Cover Sheets

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

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.

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

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.

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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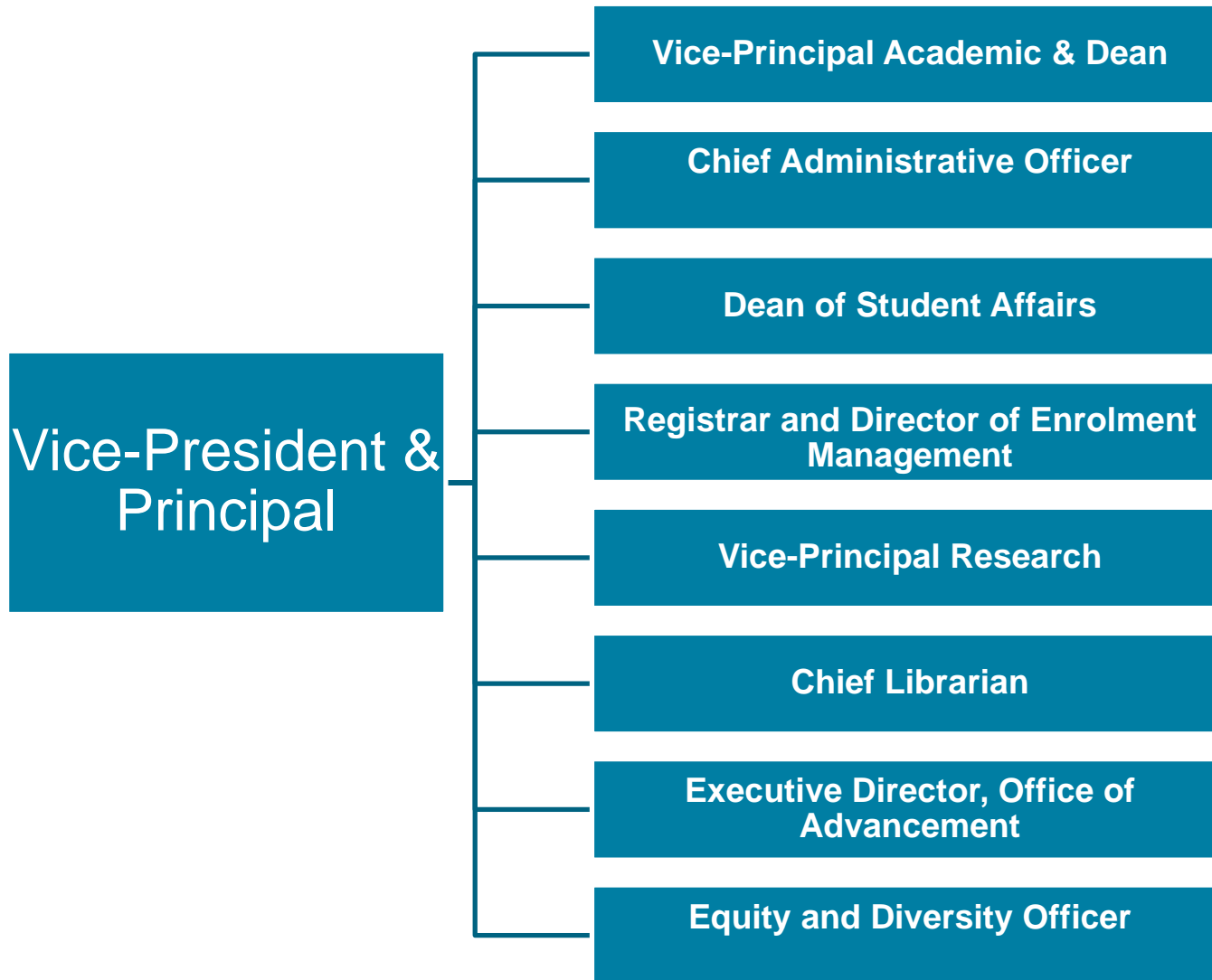
Campus Snapshot

Campus Council Meeting
October 6, 2016



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SENIOR ADMINISTRATIVE STRUCTURE



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

Enrolment growth + “pause” period

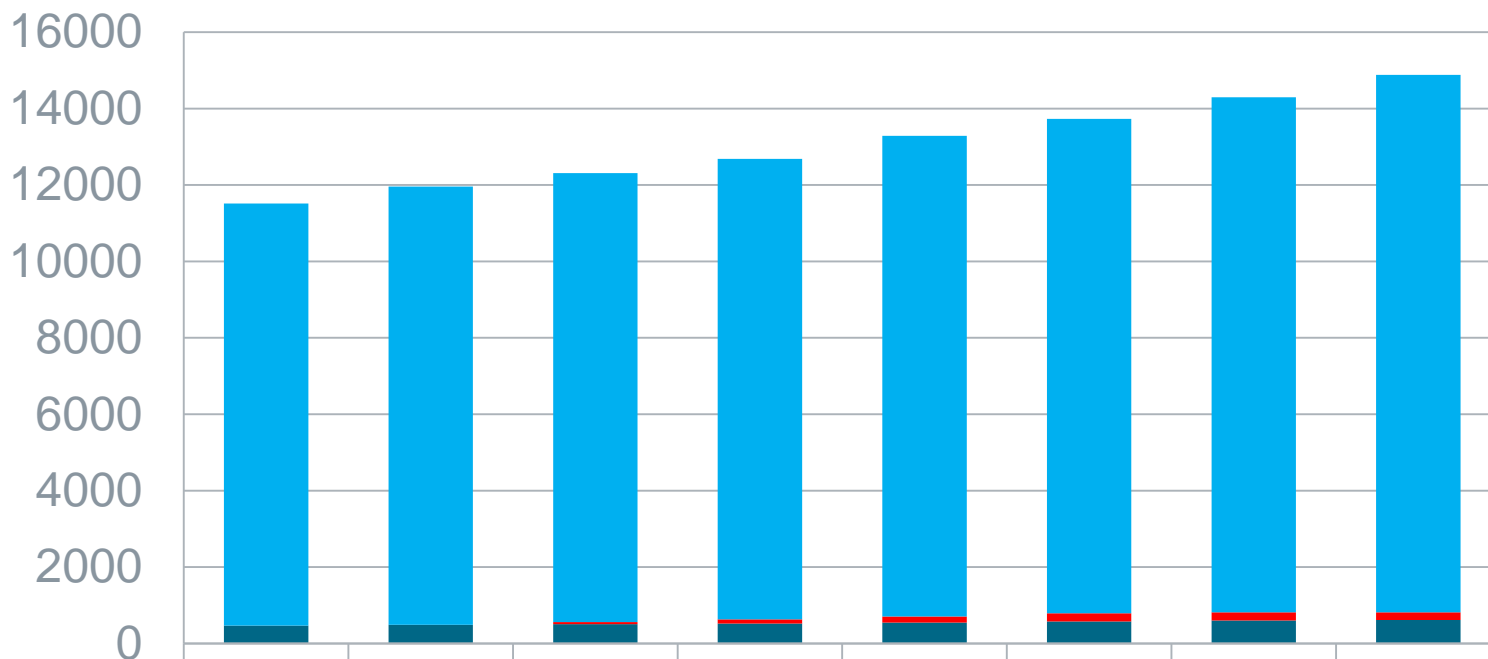
Domestic vs. international considerations

Presence of UTM in Western GTA

Shifting academic areas of interest/demand

Undergraduate vs. graduate enrolments

PRIORITY: ENROLMENT

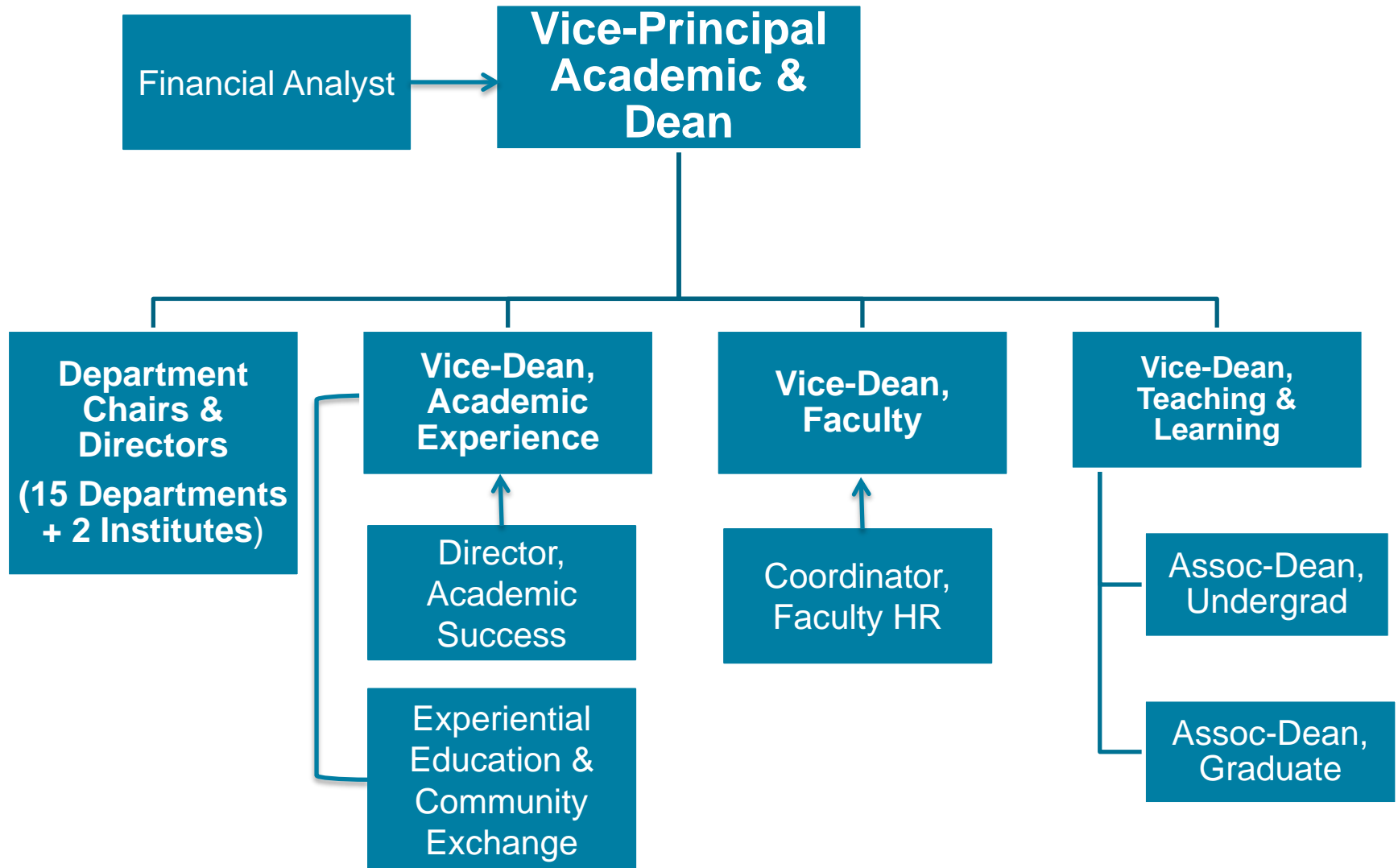


	2009	2010	2011	2012	2013	2014	2015	2016*
Undergraduate	11047	11471	11750	12051	12581	12939	13478	14066
MAM	0	0	54	107	160	214	215	202
Graduate**	468	487	506	524	546	575	602	613

* 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.

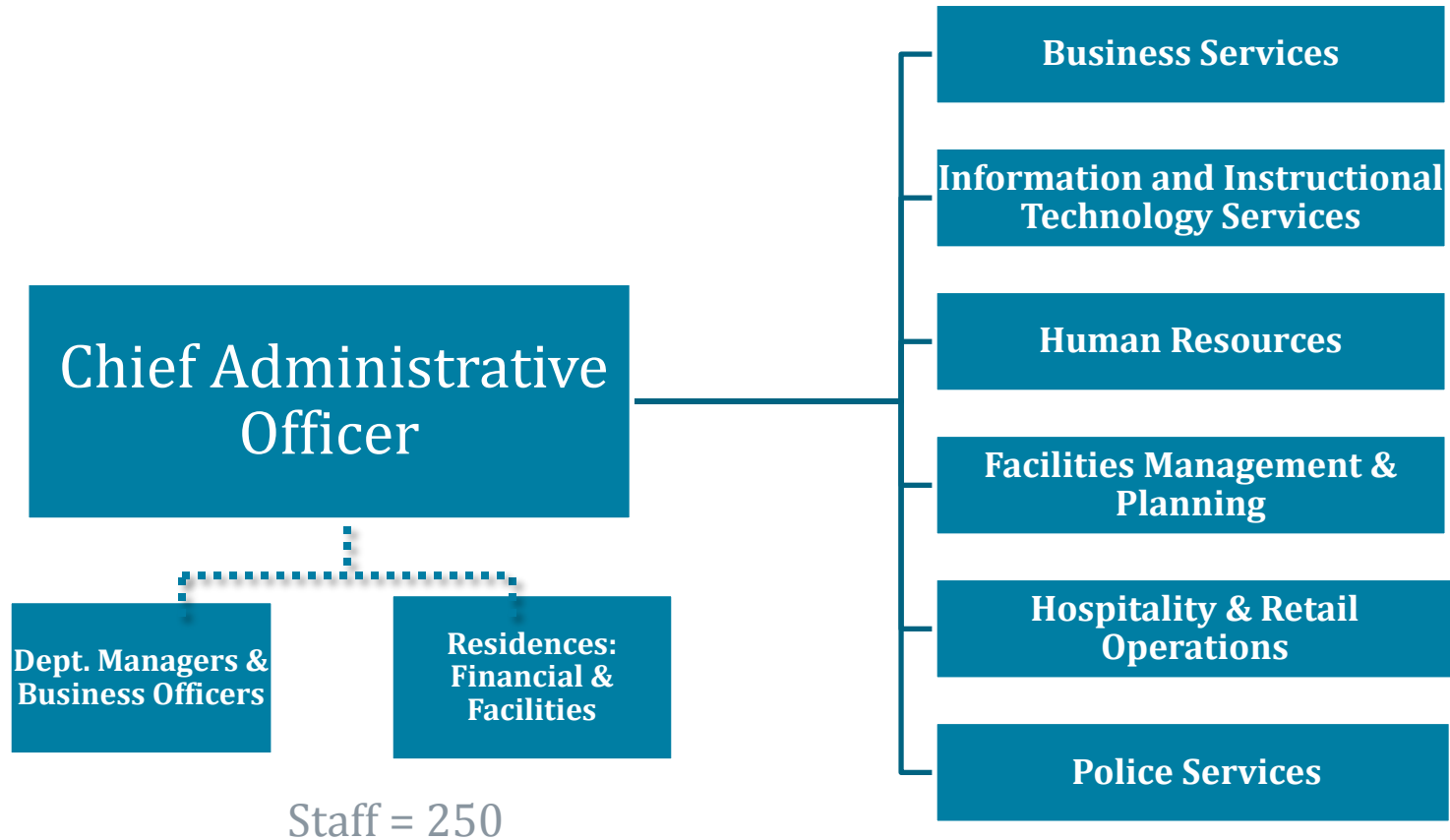
ADMINISTRATIVE STRUCTURE: OFFICE OF THE DEAN



OFFICE OF THE DEAN FOCUS FOR 2016-17

- Reorganization of Office of Dean to create proactive and visionary capacity
- **Development of UTM vision:**
Draft Vision Statement posted on <http://www.utm.utoronto.ca/dean/>
 - Feedback online: draftvision.utm@utoronto.ca;
 - through open houses and focus groups
- Overseeing faculty growth and renewal– 38 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