University of Toronto Mississauga
Campus Affairs Committee

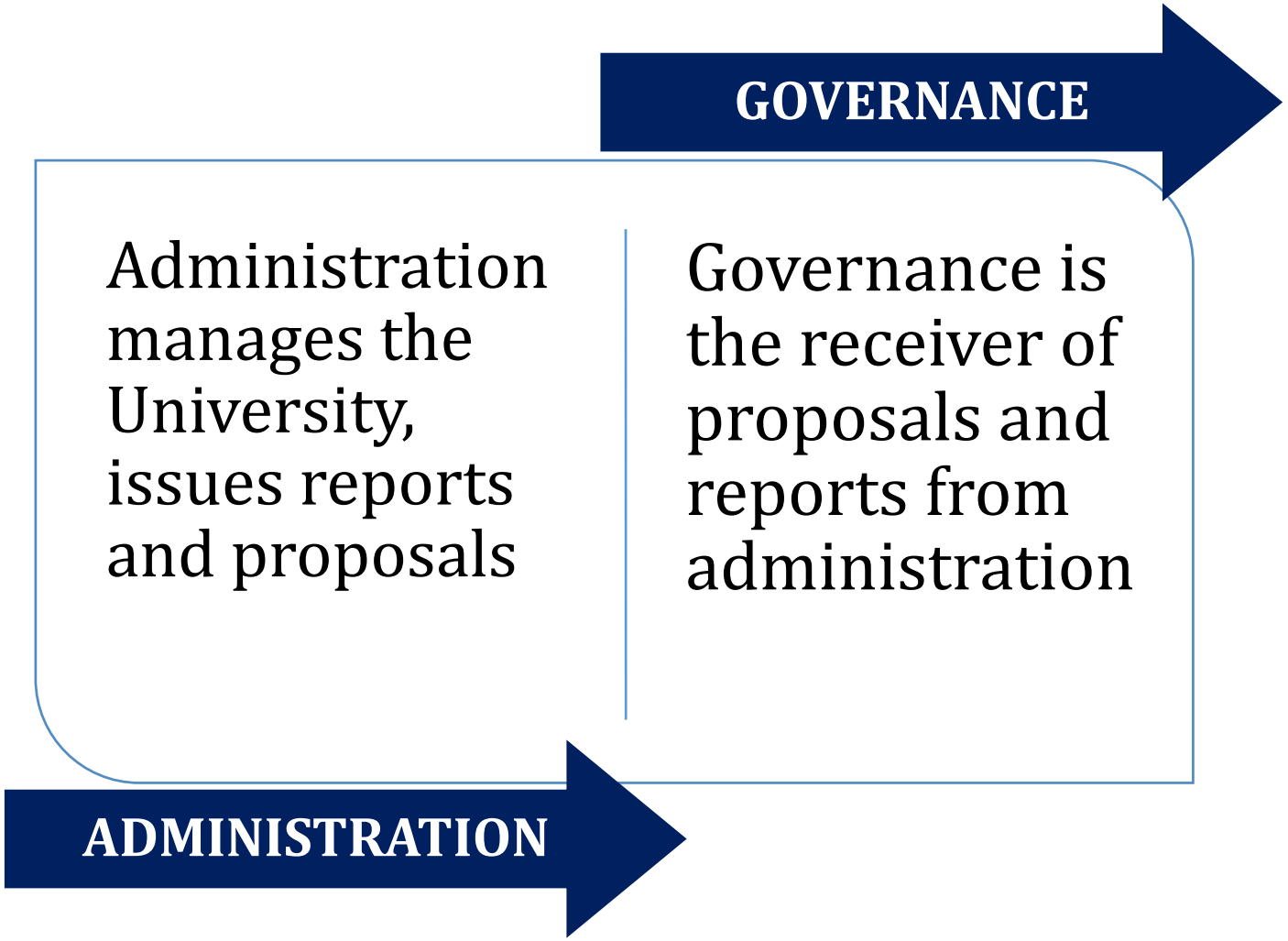
September 13, 2018 - Orientation

Agenda

- The role of governance
- Who are we?
- What does the Assessors do?
- What do we do?
- What's expected of us?
- Types of items for consideration
- Decisions
- Resources

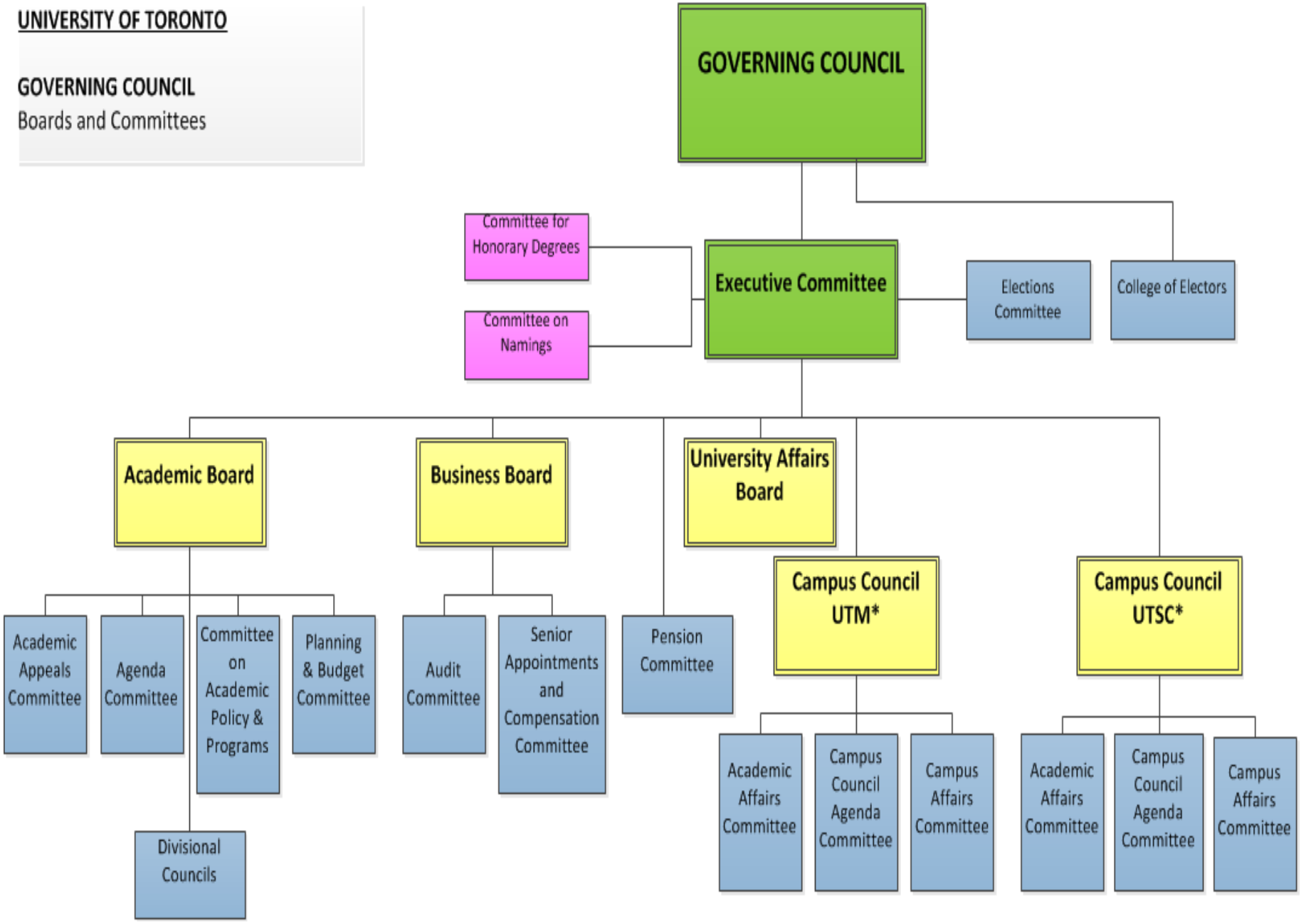
UNIVERSITY OF TORONTO MISSISSAUGA

Role of Governance & Administration



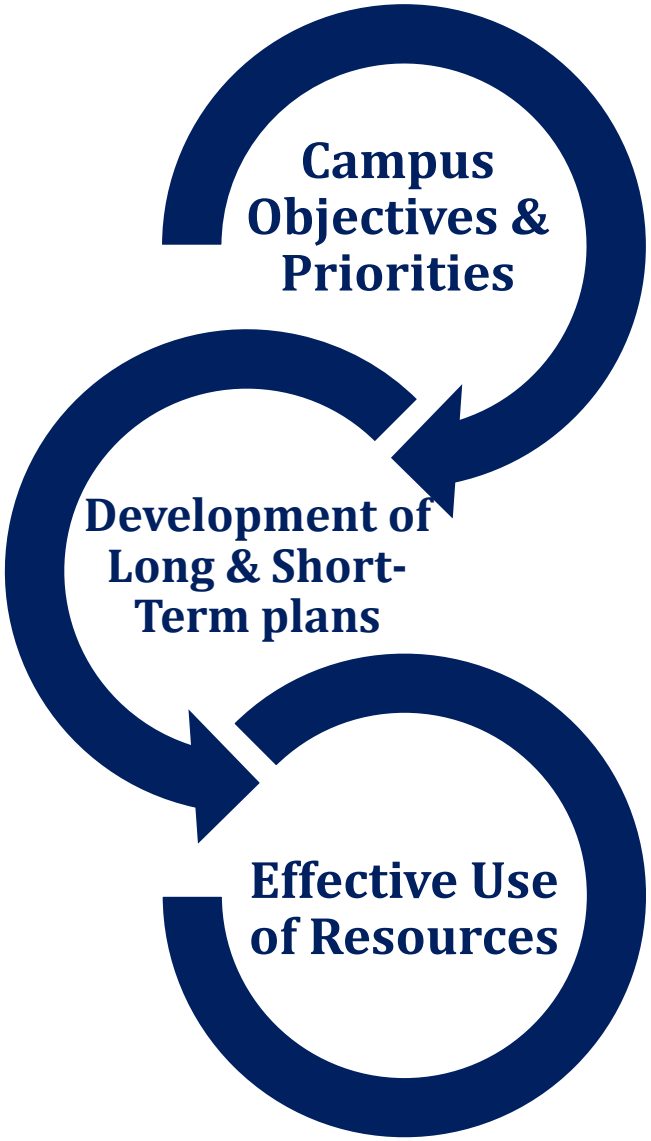
UNIVERSITY OF TORONTO

GOVERNING COUNCIL
Boards and Committees



Mandate of the Campus Affairs Committee

On behalf of Campus Council, exercise governance oversight over matters that directly concern the quality of student and campus life



Decisions

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- **Withdrawn** by the administration.

Campus Affairs Committee: 34 Members

9 **Teaching Staff**	**7** **Students**
6 ***Ex officio***	**4** **Administrative Staff**
4 **Community**	**1** **Librarian**

Expectations of Members

Diligence

Honesty

Good Faith

Confidentiality

Best Interests of the University

Assessors [Voting]

Ms Saher Fazilat
Chief Administrative Officer

Professor Angela Lange
Acting Vice-Principal, Academic & Dean

Mr. Mark Overton
Dean of Student Affairs and Assistant Principal, Student Services

Assessors [Non-voting]

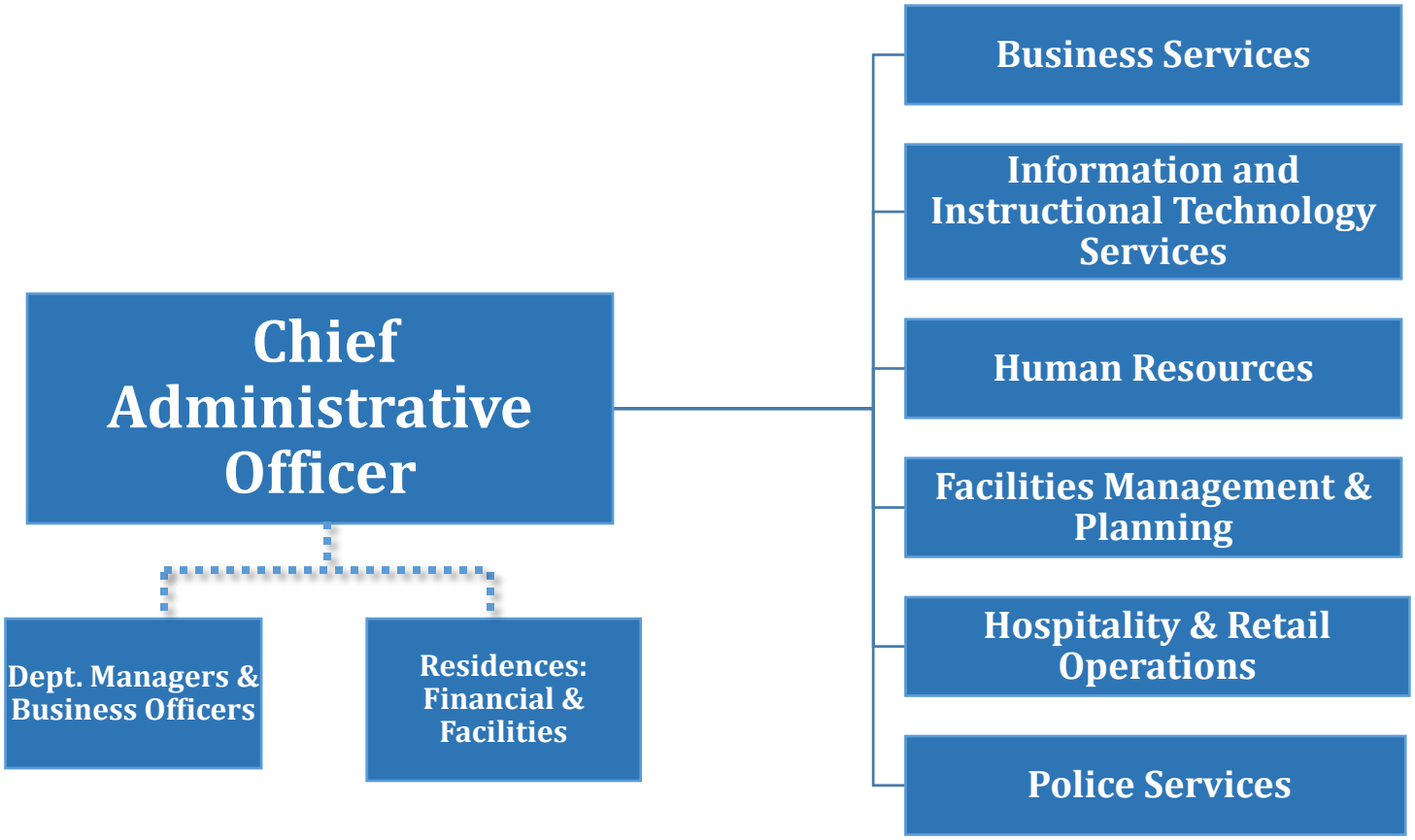
Ms Christine Capewell
Director, Business Services

Ms Andrea Carter
Asst. Dean, Student Wellness, Support & Success

Ms Stepanka Elias
Director, Operations, Design & Construction

Mr. Dale Mullings
Asst. Dean, Students & International Initiatives

Administrative Structure: Office of the CAO



CAO PRIORITIES FOR 2018-2019

- **Support of Academic Plan & its implementation through robust financial planning and management**
- **Continued improvement of Information & Instructional Technology**
  - Security
  - Network
  - High Performance Computing (Research Support)
- **Service-First enhancements for all administrative areas**
- **Capital Projects**

Construction

- Completion of SIF
- North 2 Completion
- Davis Revitalization

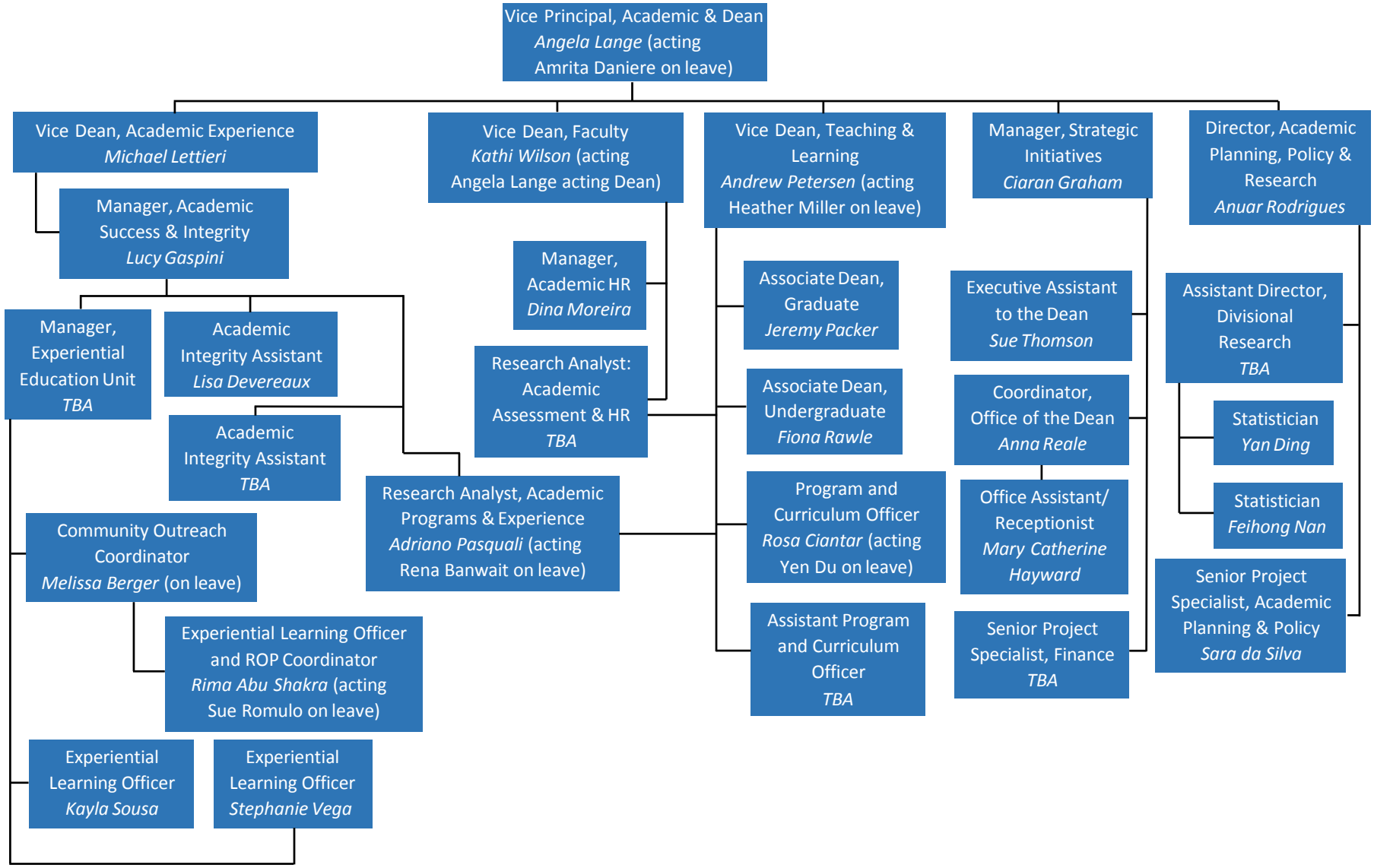
Design

- Science Building
- Modular Office Buildings

Planning

- Robotics Facility
- Classroom & other technology upgrades
- Student Services Plaza
- Outdoor Athletics
- Other potential new builds

ADMINISTRATIVE STRUCTURE: OFFICE OF THE DEAN



OFFICE OF THE DEAN FOCUS FOR 2018-2019

- Implementation of the UTM Academic Plan

  -Sustainability, literacy and numeracy initiatives

  -Assist faculty and staff in the creation of Experiential Learning opportunities

  -Increase visibility and enhance connections with the broader external community as well as community-based research
- Planning and development of an Arts & Culture Building
- Overseeing faculty growth and renewal, and building research clusters in new areas leading to new programs both at the undergraduate and graduate areas
- Enhance diversity of faculty and staff
- Implementing the primary recommendations of the Indigenous Initiatives Task Force.

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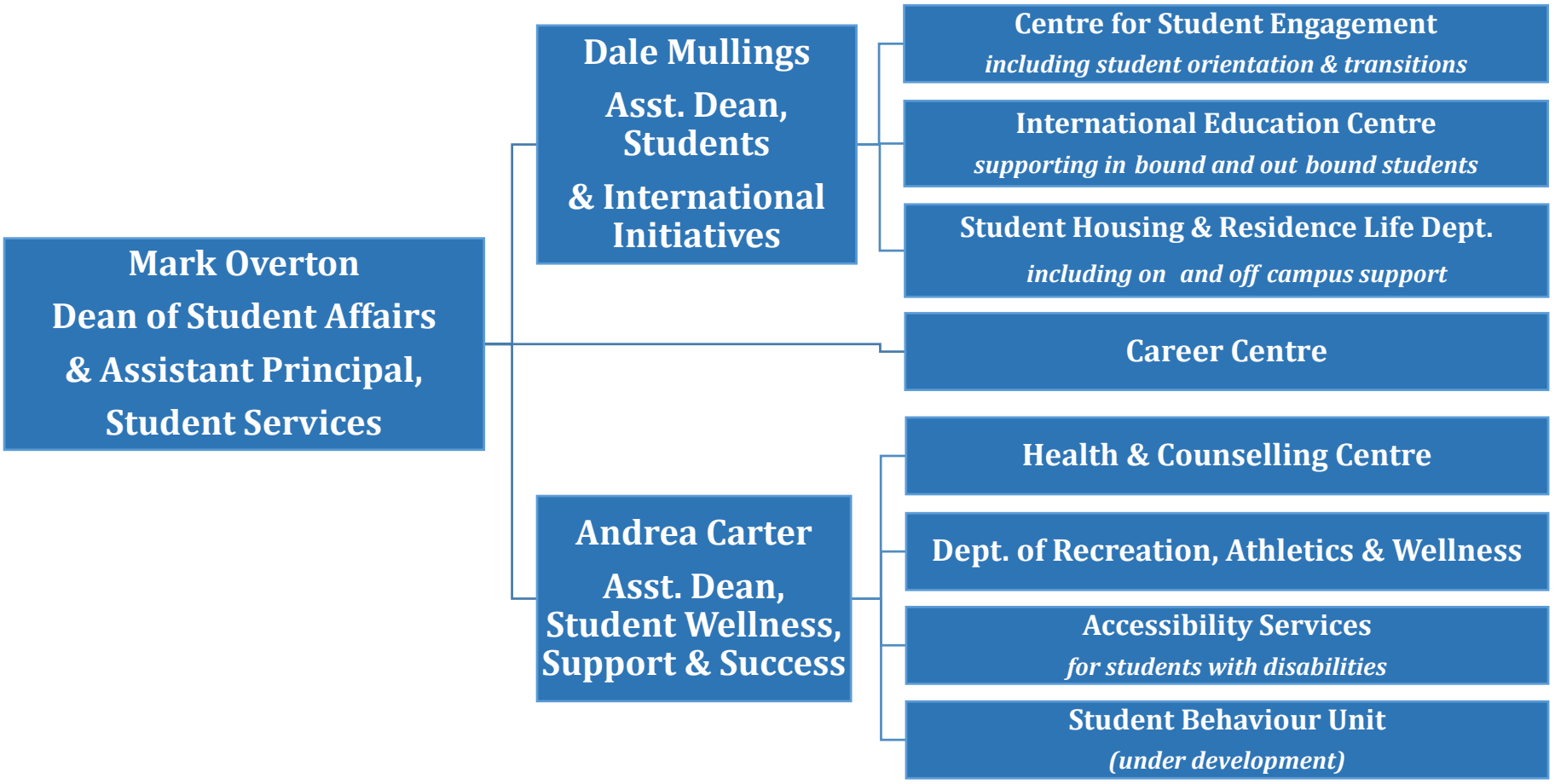
ADMINISTRATIVE STRUCTURE: STUDENT AFFAIRS



STUDENT AFFAIRS & SERVICES: PRIORITIES 2018-19

1. Further develop plans to expand on-campus residence capacity & off-campus housing opportunities for students
   - New first-year residence
   - Safe & respectful neighbourhood housing
2. Implement student-focused UTM plans for UT's anticipated 'non-smoking university' policy & Ontario's legalization of cannabis
3. Extend student-focused wellness initiatives across services & departments
   - Physical activity aids mental health & fosters resilience
   - 'Embedded' advising can expand services' reach
4. Strengthen processes to identify & smoothly connect students facing complex situations with appropriate campus & community resources
5. Support expansion of internationalization opportunities for students
6. Continue development of experiential learning opportunities linked with co-curricular and related experiences (work-study, community engagement…)

Types of Items for Consideration

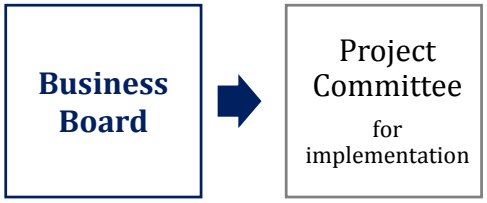
Consider for recommendation	Capital Projects
	Compulsory Non-Academic Incidental Fees (student service fees)
	Ancillary Budgets (food, residence, parking, conference)
Oversight & Advice (items for info)	Policies (new and revisions)
	Operating Budget
	Strategic Topics

Approval of Capital Projects

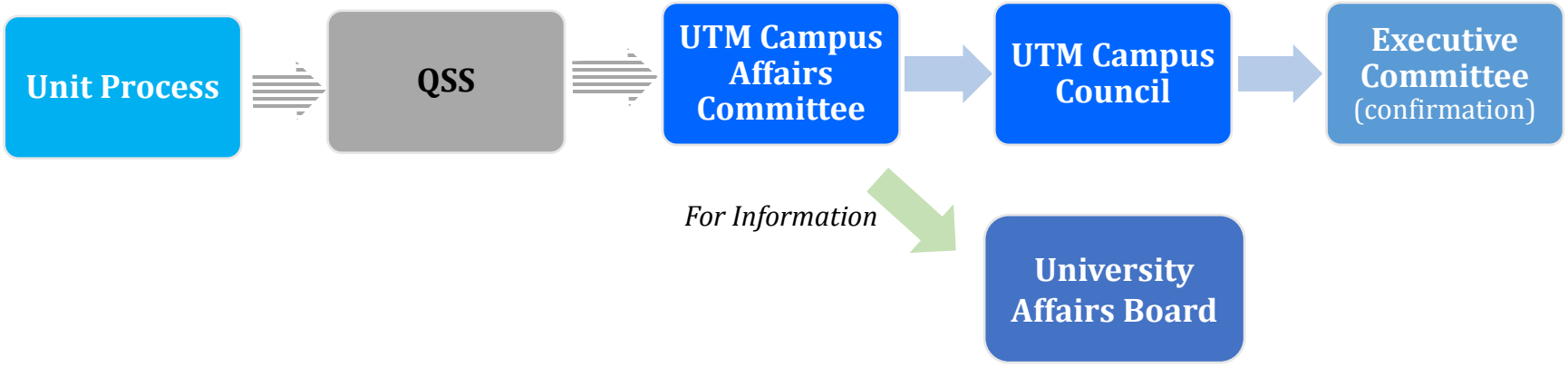
Level 2
($5 – 20 million)

Level 3
(> $20 million)

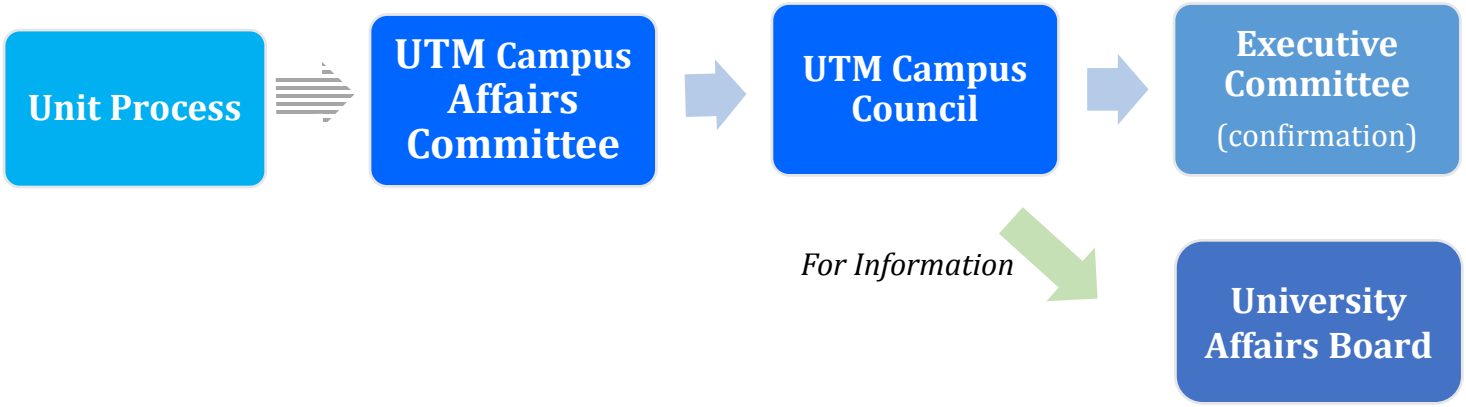
Execution of Project/Borrowing



COMPULSORY NON-ACADEMIC INCIDENTAL FEES



ANCILLARY BUDGETS



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Practical Matters

- 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
- Governance Portal – Diligent Boards
- Cover Sheets

Member Resources

- http://uoft.me/orientationUTM201819
- Available on the portal as well as the website – Resources section

Questions?

Contact: Chair and Secretary

Council.utm@utoronto.ca

UNIVERSITY OF TORONTO MISSISSAUGA

UTM CAMPUS AFFAIRS COMMITTEE ORIENTATION HANDBOOK

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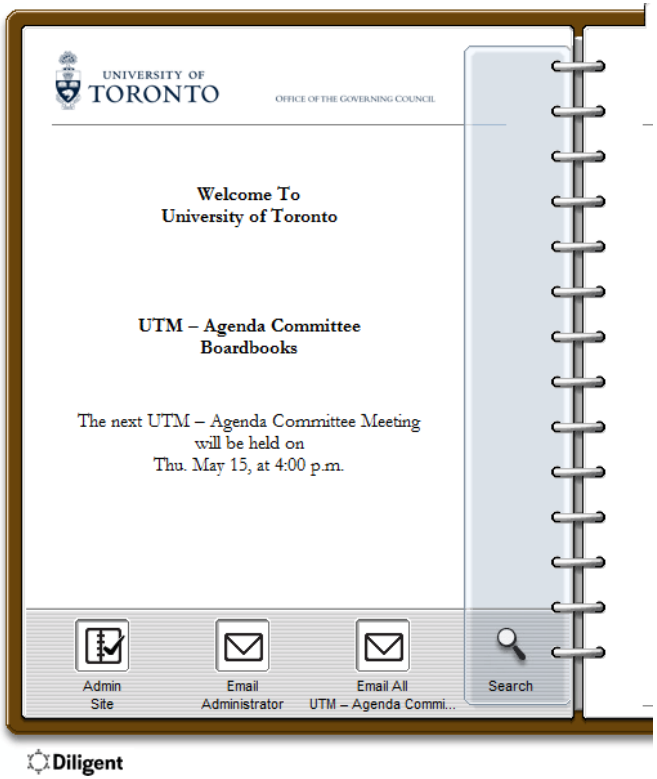
How Does One Access Meeting Documents ? The Governance Portal: Diligent Boardbooks

- 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/GovernancePortal User Name:"firstname lastname" and the temporary Password is "**Welcome2018**".



UNIVERSITY OF TORONTO MISSISSAUGA

UTM Campus Council and Committees 2018-2019 Meeting Schedule

	Campus Affairs Committee Council Chamber 4:10 p.m.	Academic Affairs Committee Council Chamber 4:10 p.m.	Agenda Committee Conference room 3214, Davis 4:10 p.m.	UTM Campus Council Council Chamber 4:10 p.m.
Cycle 1	**Thu Sep 13**	**Wed Sep 12**	**Mon Sep 24**	**Wed Oct 3**
Cycle 2	**Tue Oct 30**	**Mon Nov 12**	**Tue Nov 13**	**Wed Nov 21**
Cycle 3	**Wed Jan 16**	**Tue Jan 15**	**Mon Jan 21**	**Wed Jan 30**
Cycle 4	**Mon Feb 11**	**Tue Feb 12**	**Mon Feb 25**	**Tue Mar 5**
Cycle 5	**Wed Mar 27**	**Thu Mar 28**	**Wed Apr 3**	**Mon Apr 15**
Cycle 6A	**Thu May 2**	**Mon May 6**	**Wed May 15**	**Mon May 27**
Cycle 6B RESERVE dates only			**Mon June 10**	**Wed June 19**

Meetings are normally two hours in length, with the exception of the Agenda Committee and Agenda Planning meetings, which typically meet for one hour. Updated April 17, 2018

University of Toronto
Governing Council and its Boards, Councils, and Committees
2018-2019 Meeting Schedule

Updated
Aug 17, 2018

Board or Committee	UTM Campus Affairs Committee	UTM Academic Affairs Committee	UTM Agenda Committee	UTM Campus Council	UTSC Campus Affairs Committee	UTSC Academic Affairs Committee	UTSC Agenda Committee	UTSC Campus Council	Committee on Academic Policy & Programs	Planning & Budget Committee	Agenda Committee	Academic Board	Audit Committee	Pension Committee	Business Board	Elections Committee	University Affairs Board	Senior Appointments and Compensation Committee	College of Electors	Committee for Honorary Degrees	Executive Committee	Governing Council
Usual meeting time and location.	4:10 pm UTM Council Chamber	4:10 pm UTM Council Chamber	4:10 pm UTM Conference Room	4:10 pm UTM Council Chamber	4:10 pm UTSC Council Chamber	4:10 pm UTSC Council Chamber	4:10 pm UTSC Council Chamber	4:10 pm UTSC Council Chamber	4:10 pm SH Council Chamber	4:10 pm SH Council Chamber	3:00 pm Board Room meetings are held in closed session	4:10 pm SH Council Chamber	4:00 pm Board Room meetings are held in closed session	4:00 pm SH Council Chamber meetings are held in closed session	5:00 pm SH Council Chamber	5 - 7 pm Falconer Rm 107	4:30 pm SH Council Chamber	5:00 pm SH President's Boardroom Room 132	5:00 pm SH Council Chamber	9:00 am SH Board Room meetings are held *in camera*	5:00 pm SH Board Room meetings are held in closed session	4:30 pm SH Council Chamber
Pre-Orientation																						Wed Sep 5 8:45-9:15 am
Orientation																						Wed Sep 5*** 9:30 am-4pm
Cycle 1	Thu Sep 13	Wed Sept 12	Mon Sep 24	Wed Oct 3	Wed Sept 12	Thu Sep 13	Mon Sep 24 12-1 pm	Tue Oct 2	Mon Sep 17	Tue Sep 18	Tue Sep 25	Thu Oct 4	Mon Sep 10	Mon Sep 17	Tue Oct 9	Thu Sep 27	Mon Oct 1 **GB 202**	Mon Oct 1	Wed Sep 26	Fri Oct 26	Tue Oct 16	Thu Oct 25
Cycle 2	Tue Oct 30	Mon Nov 12	Tues Nov 13	Wed Nov 21	Mon Oct 29	Tue Oct 30	Mon Nov 12	Tue Nov 20	Thur Nov 1	Wed Oct 31 2-3:30 pm	Tue Nov 13	Thu Nov 22	Wed Dec 5	Wed Dec 12	Mon Nov 26	Wed Nov 14	Mon Nov 19	Tue Dec 4	Mon Nov 12	Tue Nov 20	Tue Dec 4 12-2	Thu Dec 13
Cycle 3	Wed Jan 16	Tue Jan 15	Mon Jan 21	Wed Jan 30	Wed Jan 16	Tue Jan 15	Mon Jan 21	Wed Jan 30 12-2 pm	Mon Jan 14	Thu Jan 10	Tue Jan 22	Thu Jan 31			Mon Feb 4		Mon Jan 28	Mon Jan 21	Wed Jan 23		Wed Feb 13	Thu Feb 28 UTM
Cycle 4	Mon Feb 11	Tue Feb 12	Mon Feb 25	Tue Mar 5	Tue Feb 12	Mon Feb 11	Mon Feb 25	Thurs Mar 7	Tue Feb 26	Wed Feb 27	Wed Mar 6	Thu Mar 14	(Reserve Tue Mar 5)	Wed Mar 27	Mon Mar 18		Mon Mar 4	Thu Mar 21	Thu Feb 14		Tue Mar 26	Thu Apr 4
Cycle 5	Wed Mar 27	Thu Mar 28	Wed Apr 3	Mon Apr 15	Thu Mar 28	Wed Mar 27	Mon Apr 8	Tue Apr 16	Tue Apr 2	Wed Apr 3	Mon Apr 8	Wed Apr 17	Thu May 2		Tue Apr 23	Mon May 13	Mon Apr 29	Tue Apr 30	Wed May 1		Tue May 7	Thu May 16 UTSC
Cycle 6A	Thu May 2	Mon May 6	Wed May 15	Mon May 27	Mon May 6	Thu May 2	Wed May 15	Tue May 28	Wed May 8	Thu May 9	Tue May 21	Thu May 30	Mon Jun 17	Wed May 29	Tue Jun 18		Thu May 23	Tue Jun 4			Thu Jun 13	Tue June 25 4:00 pm
Cycle 6B			Mon Jun 10	Wed Jun 19		Wed May 29	Mon Jun 10	Thu Jun 20			Tue Jun 4 Thu Jun 27										Tue Jun 25 3-4 pm	

SH=Simcoe Hall * In general meetings are normally two hours in length with a few exceptions ** Special Meeting *** The Orientation is not a meeting of the Governing Council. Please note it is for governors only

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 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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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.

UNIVERSITY OF TORONTO MISSISSAUGA

UTM AT A GLANCE

Erindale College in 1967: One temporary building, 155 students, 28 faculty and 40 staff

ACADEMIC UNITS:

- 17 academic units (15 Academic Departments and 2 Institutes), 155 programs and 92 areas of study, including:
  - Institute for Management & Innovation
  - Institute for Communication, Culture, Information & Technology
  - Centre for South Asian Civilizations
  - Centre for Urban Environments
  - Mississauga Academy of Medicine
  - Mix of Traditional undergraduate, master's and doctoral programs; 6 professional graduate programs

PEOPLE:

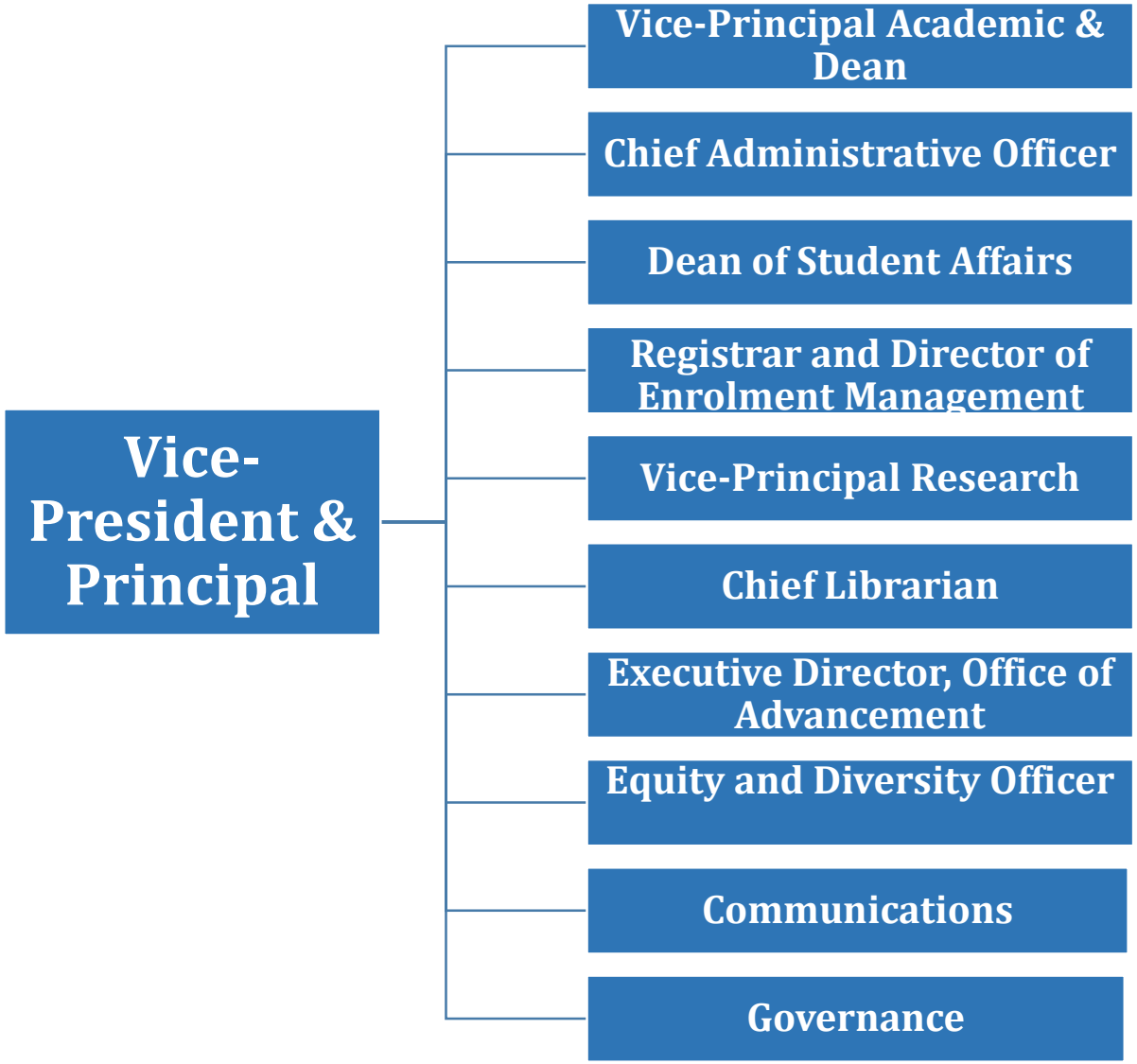
- About 14,000 undergraduate students, 682 graduate students, 216 Faculty of Medicine students
- 2,500 full and part-time employees, including 1,039 permanent faculty and staff
- Over 56,000 alumni

PLACE:

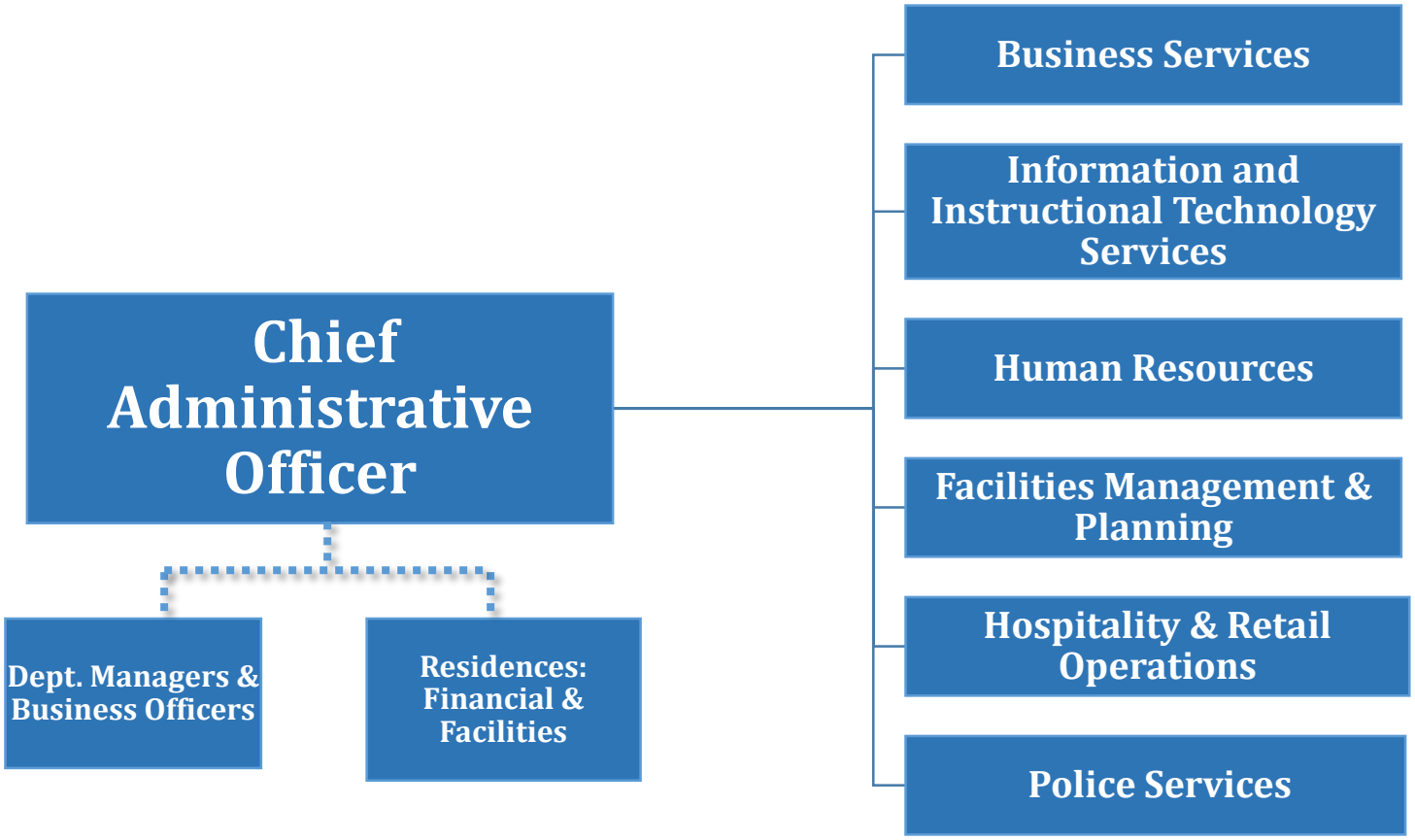
- 225 acres of protected greenbelt
- Award-winning facilities: Terrence Donnelly Health Sciences Complex; the Instructional Centre; the Hazel McCallion Academic Learning Centre; the Recreation, Athletics and Wellness Centre; Deerfield Hall; and the Communication, Culture and Technology building.
- New in Fall 2018: North 2 to open featuring 210,000 square feet of new office and classroom space

BUDGET: Total Revenue: $332.4M; Net Operating Budget: $254.0M

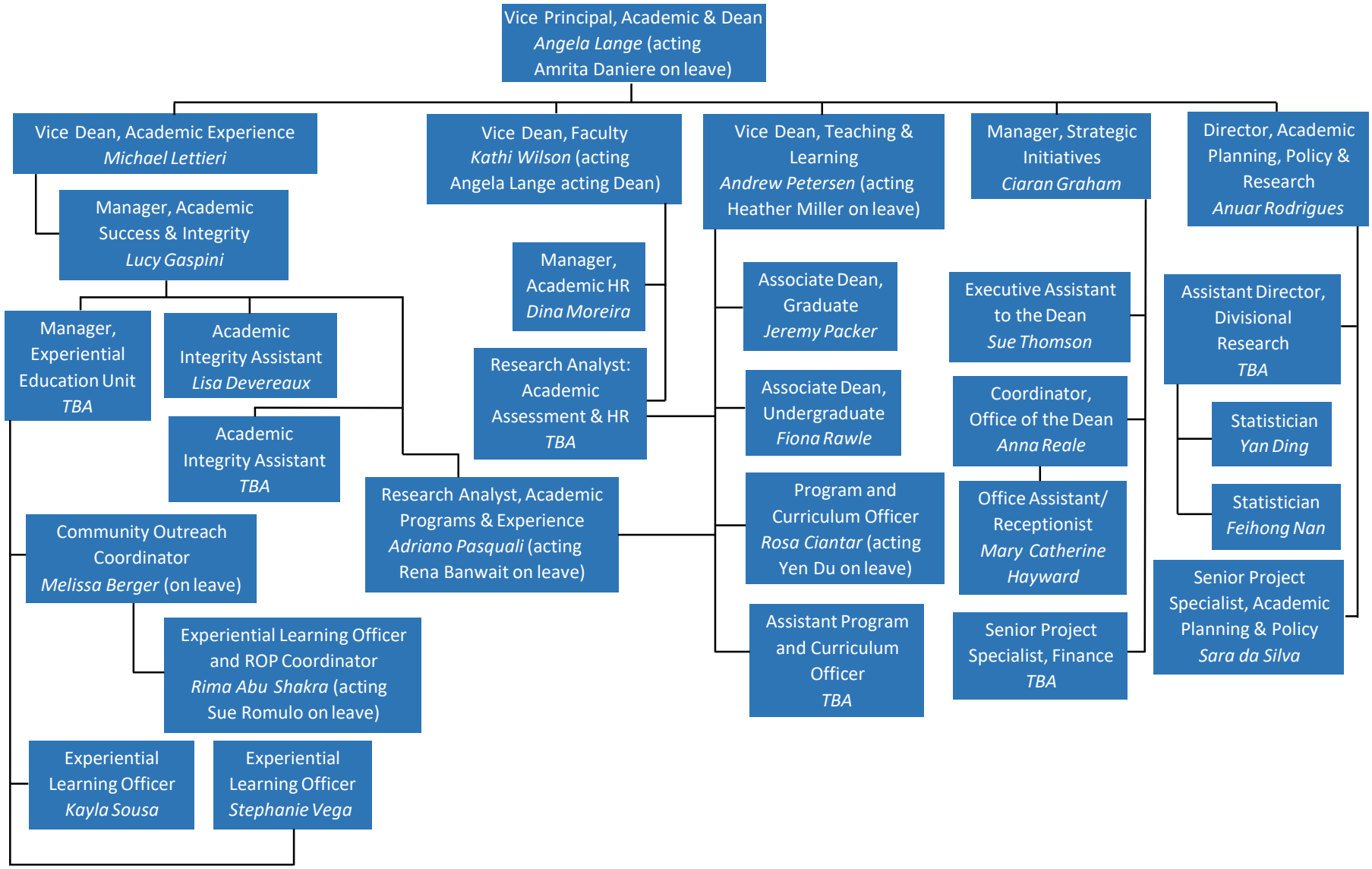
Senior Administrative Structure



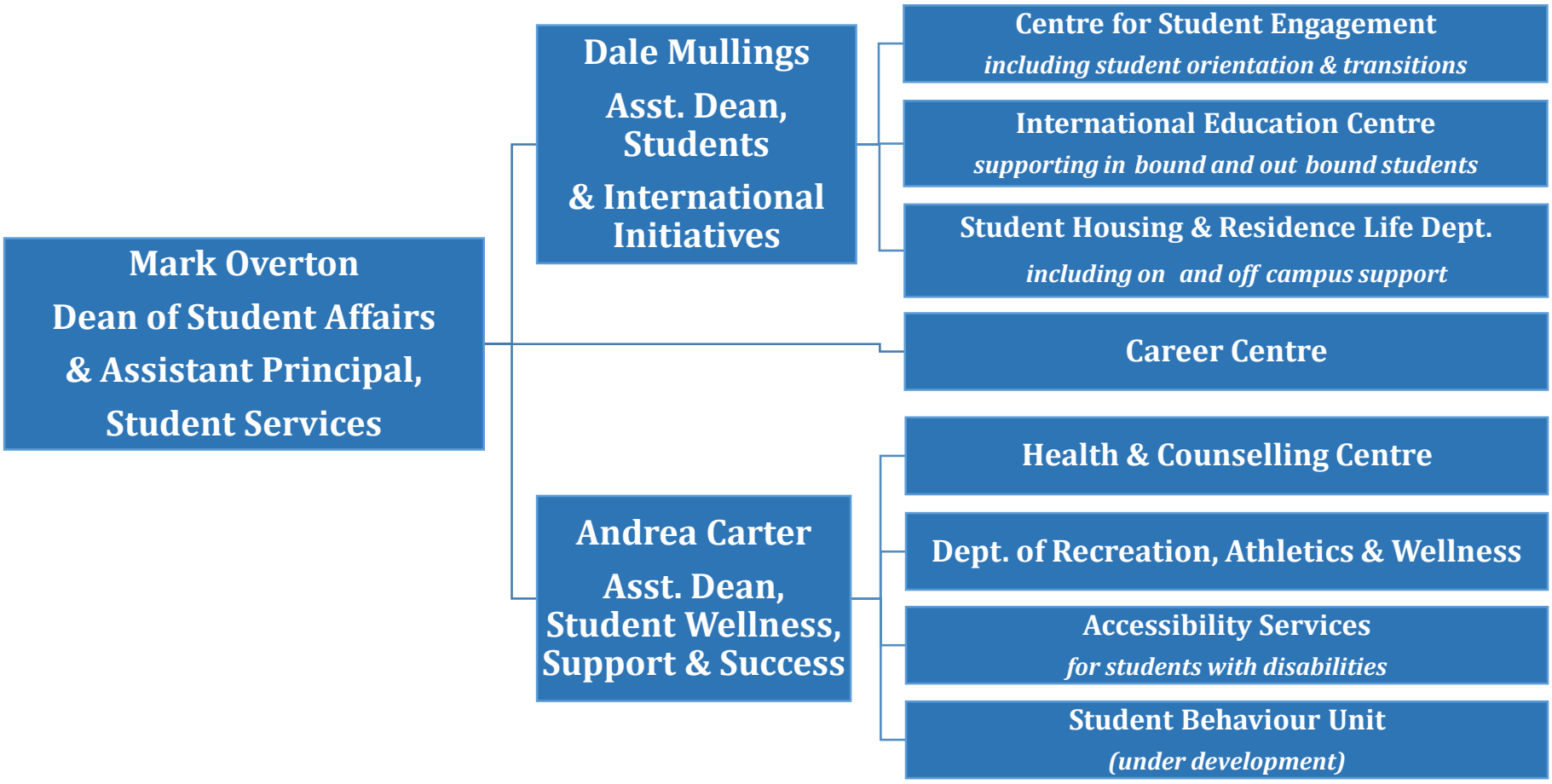
Administrative Structure: Office of the CAO



ADMINISTRATIVE STRUCTURE: OFFICE OF THE DEAN



Administrative Structure: Student Affairs



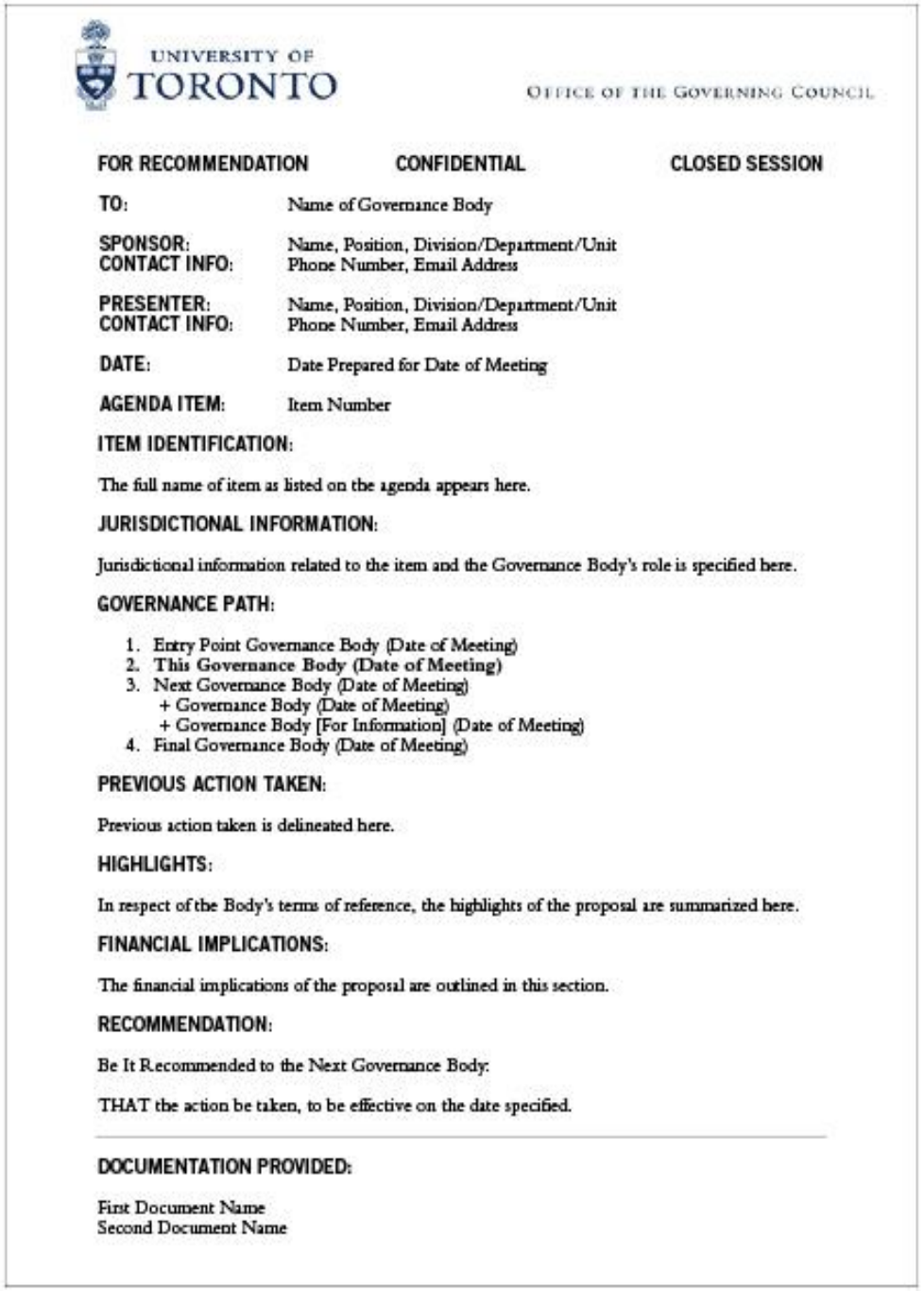
Role of Assessors

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

UNIVERSITY OF TORONTO MISSISSAUGA

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:

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:

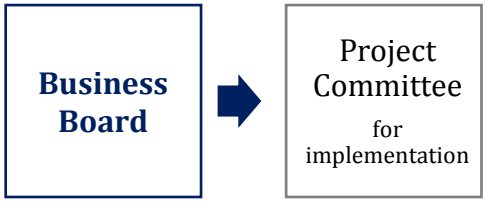
First Document Name
Second Document Name

Approval of Capital Projects

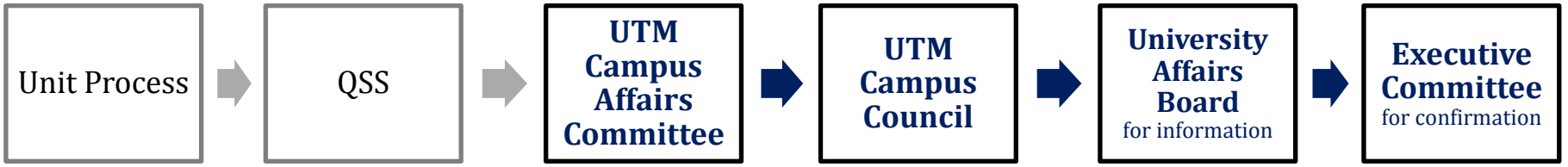
Level 2
($5 – 20 million)

Level 3
(> $20 million)

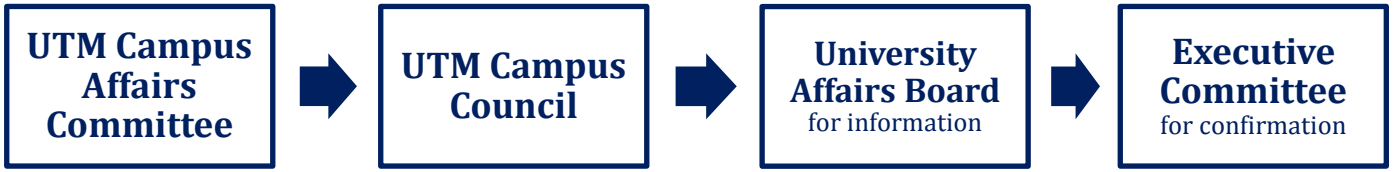
Execution of Project/Borrowing



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.

TORONTO MISSISSAUGA

University of Toronto

Boards Committees and Councils of the Governing Council

2018-2019

UTM Campus Affairs Committee

CONSTITUENCY	POSITION	NAME
Administrative Staff	Member	Mr. Arthur Birkenbergs
Administrative Staff	Member	Ms Shelley Hawrychuk
Administrative Staff	Member	Ms Tanya Kenesky
Administrative Staff	Member	Ms Sue Prior
Community Members	Member	Mr. Dario Di Censo
Community Members	Member	Mr. Nykolaj F. Kuryluk
Community Members	Member	Mr. James Parker
Community Members	Member	Mr. Hans J. van Monsjou
Librarian	Member	Ms Joanna Szurmak
Students	Member	Mr. Usman Chadhar
Students	Member	Mr. Johnathan Davidson
Students	Member	Ms Zelaikha Najmi
Students	Member	Mr. Andres Posada
Students	Member	Ms Firyal Ramzan
Students	Member	Ms Mona Sheik
Students	Member	Ms Zahira Tasabehji
Teaching Staff	Member	Professor Lee W.H. Bailey
Teaching Staff	Member	Professor Elspeth H. Brown
Teaching Staff	Member	Professor Gary W. Crawford
Teaching Staff	**Vice-Chair**	**Professor Robert T. Gerlai**
Teaching Staff	Member	Professor Adriana Grimaldi
Teaching Staff	Member	Professor Yuhong He
Teaching Staff	**Chair**	**Professor Joseph Leydon**
Teaching Staff	Member	Professor Gerhard Wolfgang Trippen
Teaching Staff	Member	Professor Anthony K.P. Wensley
Presidential Assessors	Voting Assessor	Ms Saher Fazilat
Presidential Assessors	Voting Assessor	Professor Angela B. Lange
Presidential Assessors	Voting Assessor	Mr. Mark Overton
Presidential Assessors	Non-Voting Assessor	Ms Christine A. Capewell
Presidential Assessors	Non-Voting Assessor	Ms Andrea Carter
Presidential Assessors	Non-Voting Assessor	Ms Stepanka Elias
Presidential Assessors	Non-Voting Assessor	Mr. Dale Mullings
Ex Officio	Chair of the Governing Council	Ms Claire M.C. Kennedy
Ex Officio	Vice-Chair of the Governing Council	Ms N. Jane Pepino
Ex Officio	Chancellor	Dr. Rose M. Patten
Ex Officio	President	Professor Meric S. Gertler
Ex Officio	Vice-President and Provost	Professor Cheryl Regehr
Ex Officio	Vice-President and Principal, UTM	Professor Ulrich J. Krull
Ex Officio	Chair, UTM Academic Affairs Committee	Professor Steven M. Short

University of Toronto Mississauga Campus Affairs Committee

1. MEMBERSHIP

1.1 Composition

Total membership of the University of Toronto Mississauga Campus Affairs Committee (UTM Campus Affairs Committee) will be **34** members and will include three voting administrative assessors appointed by the President. A majority of the Committee must be from among the internal members (administrative staff, students, and teaching staff).

CONSTITUENCY[16]	**CAMPUS COUNCIL**	**NON-CAMPUS COUNCIL**	**TOTAL**
Administrative Staff	1	3	4
Community Members (including Alumni, LGIC Appointees and other members of the community)[17]			
Governor	0 - 2		
Non-governor	2- 0	2	4
Teaching Staff			
Governor	0-1		
Non-governor	2-1	7	9
Librarians			
Non-governor	0	1	1
Students[18]			
Governor	1 - 0		
Non-governor	0 - 1	6	7
Presidential Assessors			
Vice-Principal, Academic and Dean		1	1
Chief Administrative Officer, UTM		1	1
Dean of Student Affairs		1	1
Ex Officio			
Chancellor	1	0	1
Chair, Governing Council	1	0	1
Vice-Chair, Governing Council	1	0	1
President	1	0	1
Vice-President and Principal, UTM	1	0	1
Chair, AAC or designate	1	0	1
TOTAL	**12**	**22**	**34**

[16] Constituency definitions are provided in the *University of Toronto Act, 1971*.

[17] "Other members of the community" refers to individuals in the broader community who have an interest in, commitment to or affiliation with the campus.

[18] Students include UTM-registered and UTM-affiliated students. UTM-affiliated students include but may not be limited to School of Graduate Studies students affiliated with the UTM campus (graduate students) and Faculty of Medicine (Mississauga Academy of Medicine) students affiliated with the UTM campus (undergraduate students).

1. MEMBERSHIP (cont'd)

The Secretary of the Governing Council is an *ex officio,* non-voting member.

The President may appoint annually University Officers as non-voting assessor members of the Council in addition to the three voting assessors.

1.2 Term

Terms begin on July 1 and continue to June 30.

1.3 Appointment/Election of Members of the UTM Campus Affairs Committee

1.3.1 Governing Council Members of the UTM Council and UTM Campus Affairs Committee

The Governing Council members of the UTM Council are appointed annually by the Governing Council and may be re-appointed to the UTM Council and its Committees subject to their continued membership on the Governing Council.

1.3.2 UTM Council Members of the UTM Campus Affairs Committee

The UTM Council members of the UTM Campus Affairs Committee are appointed annually by the UTM Council on the recommendation of the UTM Council Agenda Committee and may be re-appointed subject to their continued membership on the UTM Council.

1.3.3 Non-UTM Council Members of the UTM Campus Affairs Committee

Non-Governing Council, non-UTM Council members will be elected by and from among their respective estates in a manner consistent with elections for the Governing Council as overseen by the Elections Committee of the Governing Council. Non-UTM Council members may serve on the UTM Campus Affairs Committee for a maximum of nine consecutive years.

1.3.3.1 Election of Administrative Staff, Librarian Staff, Students, and Teaching Staff of the UTM Campus

Non-Governing Council, non-UTM Council UTM administrative staff, librarian staffand teaching staff are normally elected for three-year terms and are eligible to be re-elected. The UTM student members who are not members of the UTM Council are elected annually for a one-year term and are eligible to be re-elected. Non-UTM Council members may serve on the Campus Affairs Committee for a maximum of nine consecutive years.

1. MEMBERSHIP (cont'd)

1.3.3.2 Appointment of Community Members

The representative UTM Council Agenda Committee will serve as a nominating committee for community members (alumni and other individuals from the broader community with a close relationship with the campus) of the UTM Campus Affairs Committee.[19] Membership of this Committee is outlined in Section 1 of the UTM Council Agenda Committee terms of reference. In fulfilling its responsibilities as a nominating committee, the UTM Council Agenda Committee will issue a broadly-based call for nominations for community members of the Campus Affairs Committee. In developing recommendations for alumni appointments, preference will normally be given to alumni of the UTM campus. The UTM Council Agenda Committee will recommend the community membership to the UTM Council, which is responsible for appointing those members. When serving as the nominating committee, the UTSC Council Agenda Committee meets *in camera*.

1.4 Chair and Vice-Chair of the UTM Campus Affairs Committee

The Chair and Vice-Chair of the UTM Campus Affairs Committee shall be appointed annually by the UTM Council from among the members of the UTM Council on the recommendation of the UTM Council Agenda Committee.

2. QUORUM

One-third of the voting members (normally ten) shall constitute quorum.

3. SUBCOMMITTEES

3.1 Standing Subcommittees

The Committee may establish subcommittees to deal with matters within its purview.

4. FUNCTION

In general, the UTM Campus Affairs Committee is concerned with matters that directly concern the quality of student and campus life. The Committee is also responsible for monitoring, reviewing and making recommendations concerning a broad range of planning issues and priorities and for the use of campus resources. Many of the matters within the Committee's scope are matters that have an impact on relationships amongst units on the campus and relationships between the campus and the community at large. The Committee recommends matters for approval to the appropriate body of the Governing Council, through the UTM Council.

[19] The Governing Council's Nominating Committee for Lieutenant Governor-In-Council Governors will serve as the nominating committee during the transition period while the UTM Council is being established in the initial year. For this purpose, the committee will include the Vice-President and Principals of UTM and UTSC.

5. AREAS OF RESPONSIBILITY

5.1 The following areas are within the responsibility of the UTM Campus Affairs Committee:

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
Establishment, termination or restructuring of academic units and proposals for Extra-Departmental Units (EDU-As and Bs) (planning and resource implications)
Relations with the campus' external community
Student societies and campus organizations

5.2 Levels of Approval

Refer to Attachment A for a detailed map of governance approval pathways.

5.2.1 Matters Requiring Approval by the Governing Council

- Budget (as part of the University's annual operating budget)
- Campus Master Plans
- Capital plans, projects and space[20]
- Establishment, disestablishment or restructuring of academic units and proposals for Extra-Departmental Units (EDU-As and Bs) (following consideration by the UTM Council)
- New policy and major policy changes concerning campus co-curricular programs, services and facilities

5.2.2 Matters Requiring Approval by the UTM Council

- Campus and student services
- Campus security
- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Individual project planning reports
- Relations with the campus' external community
- Student societies and campus organizations

[20] Specific approval path will be determined by total project cost, pursuant to the *Policy on Capital Planning and Capital Projects*.

5. AREAS OF RESPONSIBILITY (cont'd)

5.3 Campus and student services

5.3.1 Ancillaries

a) Policy

The UTM Campus Affairs Committee is responsible for policy affecting the operation of the campus's service ancillaries. [General financial policies governing these and other University ancillaries are the responsibility of the Business Board.]

b) Operations

Each year the UTM Campus Affairs Committee considers and recommends to the UTM Council for approval the operating plans for the campus and student services ancillaries. The plans describe the services and programs proposed to be offered within the financial parameters set by the University's operating budget and financial policies and include each ancillary's annual operating budget. Specifically, the plans outline changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

5.3.2 Campus Co-Curricular Programs, Services and Facilities

a) Policy

Policy matters concerning the Campus's co-curricular programs, services and facilities are the Committee's responsibility. New policy and major policy changes require the approval of the Governing Council.

b) Operations

Annual approval of the campus's co-curricular programs', services' and facilities' operating plans is the responsibility of the Committee. The plans describe the services and programs proposed to be offered within the financial parameters set by the University's operating budget and financial policies. The plans outline changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

5.3.3 Other campus and student services

The Committee is responsible for policy concerning campus and student services and for overseeing their operation. Changes to the level of service offered, fees charged for services and categories of users require the Committee's approval.

5. AREAS OF RESPONSIBILITY (cont'd)

5.4 Compulsory non-academic incidental fees

5.4.1 Student services, representative student committees and campus organizations

Fees are approved by the UTM Council on the recommendation of the UTM Campus Affairs Committee.

5.4.2 Divisional student societies

Fees are approved by the UTM Council on the recommendation of the UTM Campus Affairs Committee.

5.5 Student societies and campus organizations

5.5.1 Policy

The Committee is responsible for policy concerning representative student societies and campus organizations.

5.5.2 Constitutions, articles of incorporation, corporate by-laws

The Committee is responsible for approving constitutions, articles of incorporation and corporate by-laws [21] for incorporated student societies and campus organizations for which the University collects fees.

5.6 Campus and facilities

5.6.1 Capital guidelines and plans

Plans are recommended to the Governing Council, through the UTM Council, for consideration.

5.6.2 Individual plans and projects

The Committee considers reports of project planning committees and recommends to the UTM Council approval in principle of projects (i.e. site, space plan, overall cost and sources of funds) with a capital cost as specified in the *Policy on Capital Planning and Capital Projects.* [The Business Board is responsible for approving the establishment of appropriations for individual projects and authorizing their execution within the approved costs.] The level of approval required is dependent on the cost of the project. Significant changes to a space program/approved project require the same level of approval as the original proposal.

[21] Only those sections of by-laws of incorporated bodies that are "reserved" at the time of the initial approval require approval upon change.

5. AREAS OF RESPONSIBILITY (cont'd)

5.7 Divisional Operating Budget

The annual budget is considered by the Committee for recommendation to the UTM Council for inclusion in the University's annual operating budget.

5.8. Academic units and programs

5.8.1 Establishment, Disestablishment or Restructuring of Academic Units

The Committee makes recommendations to the UTM Council on plans and proposals to establish, disestablish, or significantly restructure academic units, here defined as "faculties, schools, colleges, departments, centres and institutes with teaching, or teaching and research functions, undergraduate degree programs, and graduate degree programs", regardless of the source of funds.

Proposals for Extra-Departmental Units (EDU)-As and Bs are considered and recommended for approval while those for EDU-Cs are considered and approved, pursuant to the *Policy on Interdisciplinary Education and Research Planning*.

5.8.2 New Program Proposals

Where a proposal for a new program, as defined by the *University of Toronto's Quality Assurance Process*, will have substantial resource implications requiring additions to a division's approved budget, or where there are significant effects outside of the division offering the program, the Committee advises the UTM Council [through the UTM Academic Affairs Committee] on the planning and resource implications of the proposal. [The UTM Academic Affairs Committee has responsibility for considering the curricular aspects of academic program proposals.]

[Proposed program changes that would not require the allocation of additional resources from sources outside the division, and would not have significant effects outside of the division offering the program, do not require the attention of the Committee.]

5.9 Annual reports

The Committee receives, annually from its assessors, reports on matters within its areas of responsibility, including statements of current issues, opportunities and problems, and recommendations for changes in policies, plans or priorities that would address such issues.

The Committee receives annually, from the appropriate administrators, reports on services within its areas of responsibility, including but not limited to campus police and campus organizations. These reports are submitted to the University Affairs Board for information.

6. PROCEDURES

6.1 Meetings

The UTM Campus Affairs Committee normally meets in open session but may, pursuant to section 33 of *By-law Number 2* of the Governing Council, meet in closed session or *in camera* when: (i) matters may be disclosed at the meeting of such a nature, having regard to the circumstances, that the desirability of avoiding open discussion thereof outweighs the desirability of adhering to the principle that meetings be open to the public; or (ii) intimate financial or personal matters of any person may be disclosed at the meeting or part thereof. The UTM Campus Affairs Committee will use the procedures set out for the meetings of the Committees of the Governing Council.

6.2 Agenda

In establishing the agenda for meetings of the Committee, the Chair will usually be advised by an agenda planning group that includes the Vice-Chair and the voting and non-voting assessors. The proposed agenda for a meeting, together with background documentation, is reviewed at an agenda planning meeting, usually scheduled ten to fourteen days prior to the Committee meeting.

Notwithstanding the usual procedure for establishing the agenda for meetings, matters may be added to the agenda of a current or subsequent meeting, as provided in sections 32 (d), (e) and (f) of *By-law Number 2* of the Governing Council, by: a vote of two thirds of the members present and voting to add a matter to the agenda of a meeting; a resolution to determine that a matter be included on the agenda of a subsequent meeting; a written request signed by at least 10% of the voting members and submitted at a meeting that a stated matter be included on the agenda of the next regular meeting; or a notice of motion approved by the Chair for inclusion on the agenda of a subsequent meeting.

6.3 Consent Agenda

The Chair, in consultation with the agenda planning group, may determine that an item should be placed on a "consent" portion of the agenda. Those items are not given individual consideration by the Committee, unless a member so requests. Rather, members with questions for clarification, or requests for further information, contact the assessor or other contact person shown on the item in advance of the meeting. Members with concerns who would like an item to be discussed by the Committee should notify the Secretary at least 24 hours in advance of the meeting. Upon the request of any member, the matter will be considered by the Committee in the usual manner.

Where a consent item requires a resolution of the Committee, and where no member has requested consideration of the item in the usual manner, the motion will be placed before the Committee and seconded, and it will normally immediately proceed to a vote without introduction or discussion.

6. PROCEDURES (cont'd)

Where a consent item is for information only, and where no member has requested consideration of the item in the usual manner, the item will normally be taken as received by the Committee without introduction or discussion.

6.4 Additional Reports for Information

To keep members abreast of developments in a timely manner, certain reports for information required by these terms of reference and others as decided by the Committee Chair from time to time will be considered by the members of the UTM Campus Affairs Committee following their electronic publication. Members will be notified once the reports are made available. Members who have questions about a
report will be invited to contact the sponsor of the item. Members with concerns about the report who would like it to be discussed by the Committee should notify the Secretary at least fourteen days in advance of the next meeting to enable consideration by the agenda planning group. The report will be considered by the Committee at that meeting in the usual manner.

June 25, 2012 - Approved by the Governing Council .
December 13, 2012 - Revisions approved by the Governing Council – Membership for Campus Council, Academic Affairs Committee and Campus Affairs Committee.
June 25, 2014 – Revisions approved by the Governing Council – Changes to the Distribution of Seats and Length of Terms on the UTM and the UTSC Campus Council and their Standing Committees
November 18, 2016 – Replace *Policy on Diploma and Certificate Programs* with *Policy on Certificates (For Credit and Not-For-Credit),* approved on February 25, 2016.
December 15, 2016 – Updates to Ex Officio positions on the Academic Affairs Committee

* AAC= Academic Affairs Committee; AC=Agenda Committee; APP=Committee on Academic Policy and Programs; AB=Academic Board; CC=Campus Cou
Committee; EX=Executive Committee; GC=Governing Council; PB=Planning & Budget Committee; UAB=University Affairs Board

UNIVERSITY OF
TORONTO

University of Toronto
Governing Council

Principles of Good Governance

October 28, 2010

To request an official copy of this policy, contact:

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Principles of Good Governance

A. Preamble

Subject to applicable laws, University governance must be guided by excellent principles of good governance in relation to stewardship and public accountability, and at the same time recognize the unique nature and characteristics of the academic community or institution, including:

- the fundamental autonomy of universities, coupled with the essential responsibility for public accountability;
- the need to respect the academic mission of excellence in teaching and research;
- the importance of ensuring that academic freedom and responsibility are respected;
- the need to be seen to be accountable – through transparency – to all parties interested in and supporting the University;
- the desire for meaningful and objective stakeholder participation in governance; and
- the diversity and broad representation of governors.

B. Governance Principles

Good governance principles begin with appropriate disclosure, transparency and clear lines of accountability between governance and administration. Aspects of this fundamental framework include: membership, role, the nature of meetings, expectations and attributes, as well as identification and selection, orientation and education, and evaluation of governors.

1. Membership

- Governors understand and are committed to their fiduciary responsibilities for the institution, both with respect to long-term stewardship and short-term decision-making.
- All estates are engaged (for the University, this means administrative staff, alumni, government appointees, students, teaching staff). The appropriate type, level and timing of engagement will vary among these groups with respect to the matters for which governance is responsible.
- The requirements for independence, credibility and legitimacy of all members are consistently met. Legitimacy derives from the process of appointment or election; credibility derives from experience, expertise, integrity and ability. Independence must be understood in the context of the representation from all estates; the natural tension that exists in this situation requires careful monitoring and leadership.

- Terms of service are appropriate for enabling governors to be effective in executing their responsibilities.

2. Role

- Governance approval, oversight and advice, where specified, cover a broad range of institutional responsibility:

  - strategy,
  - image and reputation,
  - finances,
  - capital expenditures and infrastructure,
  - human resources and compensation, including leadership recruitment and evaluation,
  - risk management,
  - academic quality, and
  - student experience.

3. Nature of Meetings

- Governance responsibilities are conducted through a set of committees with clear accountability and delegated authority for advice, oversight and/or approval. The board – or in the University's case, the Governing Council – retains responsibility to advise on, oversee and/or approve specific matters within this framework of delegated authority.

- The conduct of governance meetings will balance open and confidential / closed discussion in order to ensure appropriate debate and respect for confidentiality.

- Members are provided with necessary and timely information to enable them to fulfill their governance responsibilities.

4. Expectations and Attributes

- Governors are collectively and individually stewards of the University. Each Governor must act in good faith with the view to the best interests of the University.

- Each Governor has the obligation to ensure his/her actions and choices always consider the long term impact for the university as a whole.

- While each Governor may be informed by concerns of his/her individual constituency, it is the absolute duty of a Governor to do what he/she can to ensure that all the constituencies in the future will also be well-served by the decisions that are taken today.

5. Identification and Selection

- Whether members are elected or appointed, the process for identifying or nominating potential candidates from each constituency should be open and transparent, with clearly articulated and broadly communicated information on governance, expectations of members and the preferred skills and experience of members.

- Whether members are elected or appointed, the process for selection should be characterized by a well-constructed interview or similar opportunity for the selectors / electors to understand the candidates and their qualifications fully.

6. Orientation and Education

- Effective governance relies on governors who are knowledgeable about their roles and responsibilities as fiduciaries and who are also knowledgeable about the institution, its history and culture, its current situation and its future plans. Governors must also be knowledgeable about the context in which they are asked to make decisions, including, for example, the legislative and policy environment affecting postsecondary education and research, the multi-faceted funding environment and societal expectations of universities. Regular or periodic educational opportunities that build on the initial orientation are essential to ensure that members are current on a range of matters related to the execution of their responsibilities.

7. Evaluation

- Regular evaluation of governance performance against the defined principles, and relative to general good governance standards, is necessary to ensure continuous improvement and the highest standards. In reviewing principles of governance from other organizations or sectors "best practices" need to be carefully assessed given the character and history of an institution.

Approved by the Governing Council October 28, 2010.

UNIVERSITY OF
TORONTO

University of Toronto
Governing Council

Expectations and Attributes of Governors and Key Principles of Ethical Conduct

October 28, 2010

To request an official copy of this policy, contact:

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Expectations and Attributes of Governors
and Key Principles of Ethical Conduct

1. Preamble

Assuring the quality of governors begins with ensuring a clear articulation and understanding of expectations, attributes and principles of ethical conduct.

Governors are collectively and individually stewards of the University. Each Governor must act in good faith with the view to the best interests of the University as a whole, to defend the autonomy and independence of the University and to enhance its public image.

Fundamental to this is the awareness of and compliance with all applicable laws, regulations, University policies and procedures – however principles of ethical conduct go beyond these prerequisites. As Governors of the University of Toronto, there is an obligation to meet legal requirements but also to guide one's behaviour and decisions on the basis of **trust**, **honesty** and **integrity**.

All members of the University – whether Governors, Administration, Faculty, Students, or Other Staff – are guided by principles of ethical conduct which must be aligned. The elements of this document are intended to complement similar materials guiding other groups within the University.

2. Expectations and Attributes of Governors

To fulfill expectations of a Governor's responsibilities, principal duties include:

1. Advancing and upholding the mission of the University; and

2. Understanding and having relevant input into the University's vision, strategies and objectives.

3. Assuming, with the other Governors, the stewardship role of overseeing the business and affairs of the University.

4. Exercising informed judgement – within a reasonable time of joining the Council, becoming knowledgeable about the University and its role in the province, the country, and globally; the academic sector more broadly; emerging trends, issues and challenges, thereby being able to provide wise counsel on a range of issues, through knowledge of and experience with topics and their context.

5. Understanding the current governance policies and practices, the mandates and authorities of the committees on which he or she serves.

6. Understanding that the Governing Council's role is one of oversight with a focus on strategic matters rather than management or administration.

7. Preparing thoroughly for each meeting by reviewing the materials provided and requesting, as appropriate, clarification or additional information in order to appropriately add value in deliberations and exercising oversight.

8. Communicating persuasively and logically at governance meetings and being willing to be accountable for and be bound by decisions made by the Governing Council or its Boards / Committees.

9. Voting on all matters requiring a decision except where a conflict of interest may exist.

10. Committing to participate actively in governance meetings. Attending at least 75% of all meetings and advising the Secretariat in advance if one must be absent and, if there is a need for extended absences, consulting with the Chair about the need and implications. Electronic participation can be considered in some circumstances.

3. Key Principles of Ethical Conduct

Reflecting good governance practice, and to sustain the strong historical commitment to the highest level of ethical integrity showcased by Governors in conducting all of their affairs, the following principles are highlighted for clarity. Consistent with the University's values, including academic freedom, collegiality and civil discourse, these are intended to complement other applicable statutes, policies, guidelines and other materials within the University to guide considerations and conduct. They are not intended to be static, encompassing rules.

Respect for Others

Every member of the University should be able to work, live, teach and learn in an environment free from discrimination and harassment. Inappropriate language or behaviour which may impair these conditions is not to be tolerated. Respect for the rights and dignity of others regardless of differences must be maintained; demeaning actions or behaviour along sexual, racial, physical, socioeconomic or political lines has no place in our University.

The University's obligation, role modelled by Governors, is to support the fullest range of respectful and constructive debate. This inclusive dialogue supports the principles and the professional conduct of good governance, which fosters diligent and thoughtful advice, and objective, informed approval.

Conflicts of Interest (business/financial, family, personal relations, employment)

Occasionally, situations may arise when a Governor's interests may actually or appear to conflict with their role and responsibility to the University. A conflict can arise when one's position on the Governing Council can reasonably be seen to unfairly advance one's own personal benefit involving:

- Business or financial interests;
- Employment;
- Family; or
- Personal Relations.

All members are responsible for maintaining the transparency which the University prides itself on within the immediate and broader communities. As such, any actual, potential, or appearance of a conflict must be disclosed, considered, and appropriately managed or eliminated. If one has any doubt, the Secretary of the Governing Council is the first contact for discussion, who may seek additional advice or counsel where valuable, and who may refer the matter to the Chair.

Protecting Confidential Information

In their highly trusted advisory and governing capacities, Governors will be exposed to different types of sensitive information requiring considered use and confidentiality. This may concern faculty, staff, administration or students; it may, for example, be specific to University affairs or financial business, or it may be proprietary to the University.

Governors must ensure that they fully understand their obligations and maintain this information in confidence.

4. Questions, Clarification and Concerns

The Secretary of the Governing Council is available for discussion of any questions or clarification, whether of one's personal situation relative to a matter before Council or its committees or observations of other Governors. When requested, concerns can be raised anonymously and the confidentiality of the information provided will be respected.

Approved by the Governing Council October 28, 2010.

UNIVERSITY OF
TORONTO

University of Toronto
Governing Council

Mandate of Governance

October 28, 2010

To request an official copy of this policy, contact:

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Mandate of Governance

A. Preamble

The "Principles of Good Governance"[1] form the basis on which the mandate of governance is based. The three primary functions of governance are:

- approval – governance *approves* specific policies, plans or projects according to established procedures.

- oversight –governance receives a wide variety of reports and information through which it *monitors the quality and substance of institutional leadership and decision-making*.

- advice – governance is consulted and *provides input*, sometimes in confidence, on proposed initiatives at various stages of development.

B. Governance versus Administration

In discussing the functions of governance, it is also important to clarify what governance is **not** – that is, to define the legitimate boundary or "hand-off" between governance and administration. In general, the President, as chief executive officer, and the administration have the responsibility for articulating the University's mission and strategic directions on the advice of and for ultimate approval by governance.

The President and the administration also have responsibility for outlining problems, explaining issues, identifying the need for changes in policy, and formulating new policy for governance consideration.

C. Functions

The functions of governance encompass the following ten aspects of advancing and sustaining the University's purpose, strength and well-being:

- strategy
  - provides advice on the development and expression of the University's specific mission;
  - approves the University's specific mission;
  - provides advice on strategy as the administration is developing it (but does not develop institutional strategy itself);
  - satisfies itself that the proposed strategy is appropriate, and
  - approves the strategy.

[1] The *Principles of Good Governance* were approved by the Governing Council on October 28, 2010.

- image and reputation
  - provides advice on the institution's local, national and international standing, and
  - ensures that this standing is protected.

- recruiting, hiring, supporting and evaluating the chief executive officer.

- finance
  - advises on and approves financial policies developed by the administration,
  - reviews and approves the institution's annual budget, and
  - reviews and approves the institution's audited financial statements.

- human resources
  - advises on and approves human resources policies,
  - advises on and approves compensation policies and proposals,
  - monitors the implementation of policies to ensure overall employee well-being and satisfaction,
  - receives reports on specific matters,
  - confirms the appointment of senior officers on the recommendation of the chief executive officer,
  - approves and provides oversight on the implementation of compensation frameworks for senior officers; and
  - appoints senior officers with particular reporting relationships to governance – for example, the Secretary and the Ombudsperson.

- capital expenditures and infrastructure
  - reviews and approves institutional master plans,
  - reviews and approves major capital projects, and
  - monitors project implementation.

- risk management
  - ensures compliance with applicable legislation, and
  - reviews and approves risk management framework, ensuring that mechanisms are in place to identify, assess, manage and provide accountability for relevant areas of institutional risk.

- governance effectiveness
  - agenda management,
  - selection process for governors,
  - evaluation process,
  - committee mandates,
  - interpretation / delineation of responsibilities, and
  - clearly defines and respects its role relative to that delegated to the administration.

- academic quality
  - ensures that clear processes for assurance of academic quality are in place and implemented for
    - Ø academic divisions,
    - Ø academic programs
    - Ø academic appointments,

- Ø academic policy,
- Ø academic regulations,
- Ø admissions standards, and
- Ø awards and honours.

- student experience
  - ensures that policies and practices are in place and implemented for assurance of quality across all dimensions of the student experience.

D. Responsibility for Functions: Boards and Committees

Responsibility for particular functions is distributed among the Boards and Committees of the Governing Council. In many instances, the Governing Council reserves final decision-making authority; in others the Council has delegated initial review and final decision-making to various governance bodies.

Approved by the Governing Council October 28, 2010.