



**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 1 OF THE CAMPUS AFFAIRS COMMITTEE**

SEPTEMBER 9, 2013

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on September 9, 2013 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Dr. Joseph Leydon, Chair
Mr. Nykolaj Kuryluk, Vice-Chair
Professor Deep Saini, Vice-President & Principal
Ms Zoë Adesina
Ms Noura Afify
Mr. Rishi Arora
Professor Lee Bailey
Ms Melissa Berger
Mr. Arthur Birkenbergs
Mr. Jeff Collins
Mr. Paul Donoghue, Chief Administrative Officer
Mr. Warren Edgar
Ms Elaine Goettler
Professor Hugh Gunz
Mr. Hassan Havili
Ms Donna Heslin
Ms Melissa Holmes
Ms Jess Mann
Ms Jennifer Nagel
Mr Mark Overton, Dean of Student Affairs
Ms Judith Poë

Professor Luisa Schwartzman
Professor Jumi Shin
Ms. Amber Shoebridge
Dr. Gerhard Trippen
Professor Anthony Wensley

Regrets:

Professor Amy Mullin, Vice-Principal Academic & Dean
Mr. Moe Qureshi
Mr. Bilal Sandeela
Ms. Soaleha Shams

Non-Voting Assessors:

Ms Christine Capewell, Director, Business Services
Ms Susan Senese, Director, Information and Instructional Technology Services, Computing Services

In Attendance:

Mr. Hamza Ansari, Vice-President University Affairs & Academics, UTMSU

Secretariat:

Ms. Cindy Ferencz Hammond, Director of Governance
Ms. Mariam Ali, Committee Secretary

1. Chair's Remarks

The Chair welcomed new members to the inaugural meeting of the Campus Affairs Committee for the 2013-14 academic year. He introduced Mr. Nykolaj Kuryluk, an alumni governor and Vice-Chair of the Committee; Professor Saini, Vice-President and Principal; and the Committee's administrative assessors, Mr. Paul Donoghue, the CAO and Mr. Mark Overton, the Dean of Student Affairs. The Committee's non-voting assessors were also introduced: Ms. Christine Capewell, Director of Business Services and Ms. Susan Senese, Director of Information and Instructional Technology.

2. Orientation

The Chair and Mr. Louis Charpentier, Secretary of the Governing Council gave an Orientation presentation, which included the following key points¹:

- The essential role of governance was to provide guidance on the University's long-term strategic directions and to provide active oversight of the University's management;
- Good governance principles began with appropriate disclosure, transparency and clear lines of accountability between governance and administration;
- Governance responsibilities were conducted through a set of committees with clear accountability and delegated authority for advice, oversight and/or approval;
- While each member might be informed by concerns of his or her individual constituency, the expectation was that members would act in the best interests of the institution as a whole;
- Members should commit to participate actively in meetings and attend at least 75% of all meetings;
- Governance was a receiver of proposals and reports from administration and the primary functions of governance were to approve, provide oversight or advice on proposals

The presentation included a visual representation of the governance path of the UTM budget, compulsory non-academic incidental fees, capital projects (level 3) and the establishment of an academic unit (EDU:A or EDU:B). The Chair explained that the Committee was concerned with matters that directly related to the quality of student and campus life. Mr. Charpentier drew members' attention to the handout, *Quick Reference Guide to the Use of Cover Sheets*. He explained that cover sheets were designed to enhance the focus of members on the major elements of proposals and that they were a valuable tool in providing guidance with respect to the responsibilities of the relevant governance body for each item of business.

The Chair gave an overview of the agenda planning process. The agenda planning group, included the Chair, the Vice-Chair and the administrative assessors with support provided by the Secretariat. Agenda planning was a technical process whereby consideration was given to whether an item was ready for consideration.

The Chair invited Mr. Donoghue, Chief Administrative Officer and Mr. Overton, Dean of Student Affairs to present an overview of the Campus and their respective roles as administrative assessors. The presentation outlined senior administrative structures at UTM and administrative assessor priorities for the 2013-14 academic year.²

The Chair closed the Orientation presentation with an explanation of *Consent Agendas*. He explained that the intent of the "consent" portion of governance agendas was to streamline meetings, allowing more time for items where more discussion and debate was required and less time for items of a routine nature. Items on the consent agenda would not be given individual consideration unless requested in advance by a member..

In response to a member's question, Mr. Donoghue explained that assessors could be contacted regarding agenda items before the meeting.

¹A copy of the Orientation Presentation is attached as Attachment A.

² A copy of the Assessor Presentation and the Assessor Handout is attached as Attachment B and C respectively.

A member asked if items would take longer to be approved with the new governance structure. Mr. Charpentier responded that items would not necessarily take longer to proceed through governance as consideration of each item would be completed within one governance cycle. Mr. Charpentier also noted that with the current model, Campus Council and its standing committees had additional responsibilities and therefore had increased delegated authority on specific items.

In response to a member's question about Extra-Departmental Units:C (EDU:C), Mr. Charpentier responded that EDU:Cs would be recommended for approved by the Campus Affairs Committee and would proceed to Campus Council for approval; the decision would then be confirmed by the Executive Committee of the Governing Council.

3. Calendar of Business

The Chair referred members to the Calendar of Business, and advised that the document would be updated on the Office of the Campus Council website every Friday; he encouraged members to review the Calendar on a regular basis.

Mr. Charpentier added that, to the extent possible, every item of business planned for governance consideration was included in the Calendar of Business, to maintain the principle of openness and transparency. The Calendar of Business was the framework from which agendas were planned, and was developed through extensive consultation between governance and administration.

4. Revision to the Policy on Capital Planning and Capital Projects

The Chair invited Mr. Charpentier to outline the governance path for the proposed revision to the *Policy on Capital Planning and Capital Projects*. Mr. Charpentier explained that in May 2012, Governing Council had approved revisions arising from recommendations of the *Task Force on Governance*. The revisions involved: streamlined consideration of capital planning and capital projects; increased minimum thresholds for consideration by various bodies; the separation of policy and procedure; and strengthened coordination and integration of project review between and among central and divisional offices.

Mr. Charpentier noted that the proposed revision to the Policy increased delegated authority at the campus level as the Campus Affairs Committee, rather than the Planning and Budget Committee, would consider capital projects in the \$3 – 10 million dollar range before proceeding to the Academic Board for final consideration. For projects over \$10 million, the same process would occur but projects would proceed to the Governing Council following the Academic Board.

He also explained that consideration of capital projects would be divided into two components: all discussion regarding non-financial aspects of the project would be considered in open session, while financial details such as projected total projects costs would be discussed *in camera*. Mr. Charpentier emphasized that in keeping with the governance principles of openness and transparency, once the bids for the project were received and finalized complete documentation would be made publicly available.

5. Date of Next Meeting – Monday, November 11, 2013, 4:10 p.m.

The Chair reminded members that the next meeting of the Committee was scheduled for Monday, November 11, 2013 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

6. Other Business

Professor Saini, Vice-President & Principal noted that this meeting represented a moment of historical significance in the evolution of UTM. He thanked the large number of individuals involved in the planning and implementation of the new governance model. He also thanked all members of the Campus Affairs Committee for being engaged in UTM’s governance processes.

The Chair invited all members and guests to remain for a celebratory reception immediately following the meeting to mark the occasion of the inaugural CAC meeting.

The meeting adjourned at 5:45 p.m.

Secretary
September 16, 2013

Chair



University of Toronto Mississauga Campus Affairs Committee Orientation

September 9, 2013

The Origin of the Campus Council and its Standing Committees

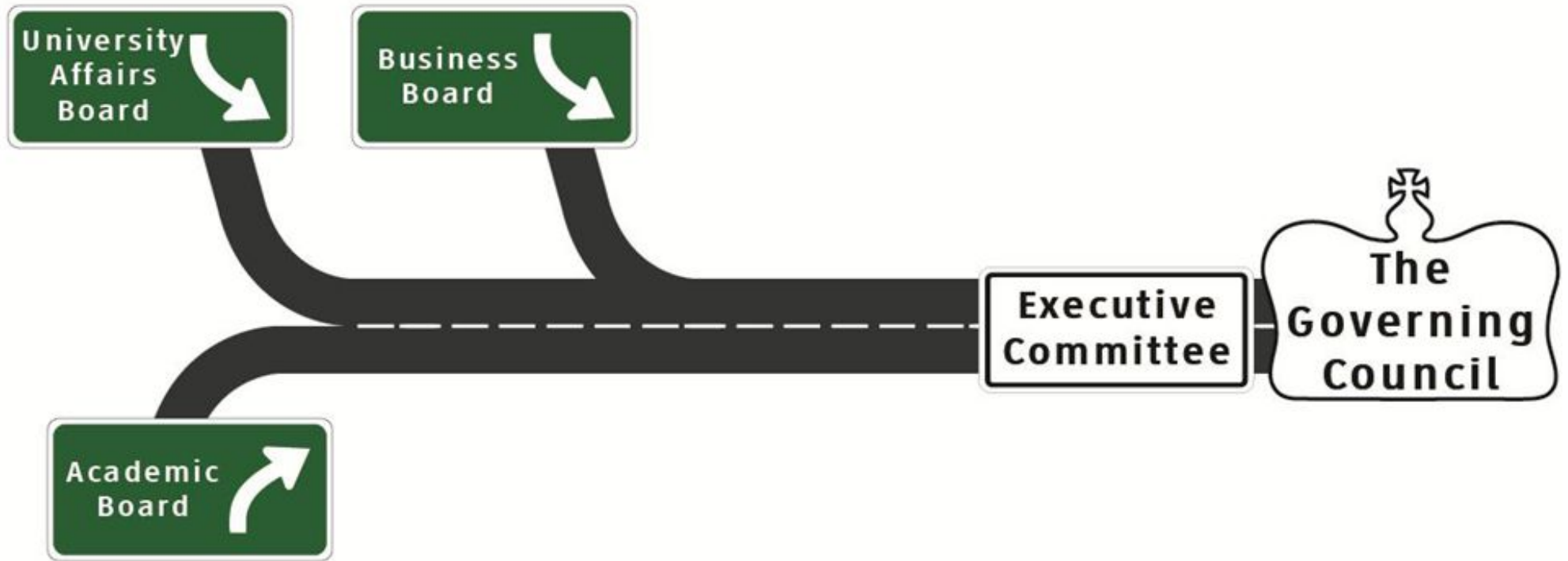
- Task Force on Governance, Phase One:
 - Representation of the five key estates should be preserved.
 - Essential role of governance is to provide guidance on long-term strategic directions and to provide oversight of management, not to duplicate that of the administration.
 - Governance must address the complexity of decision-making and improve governance oversight of all three campuses.

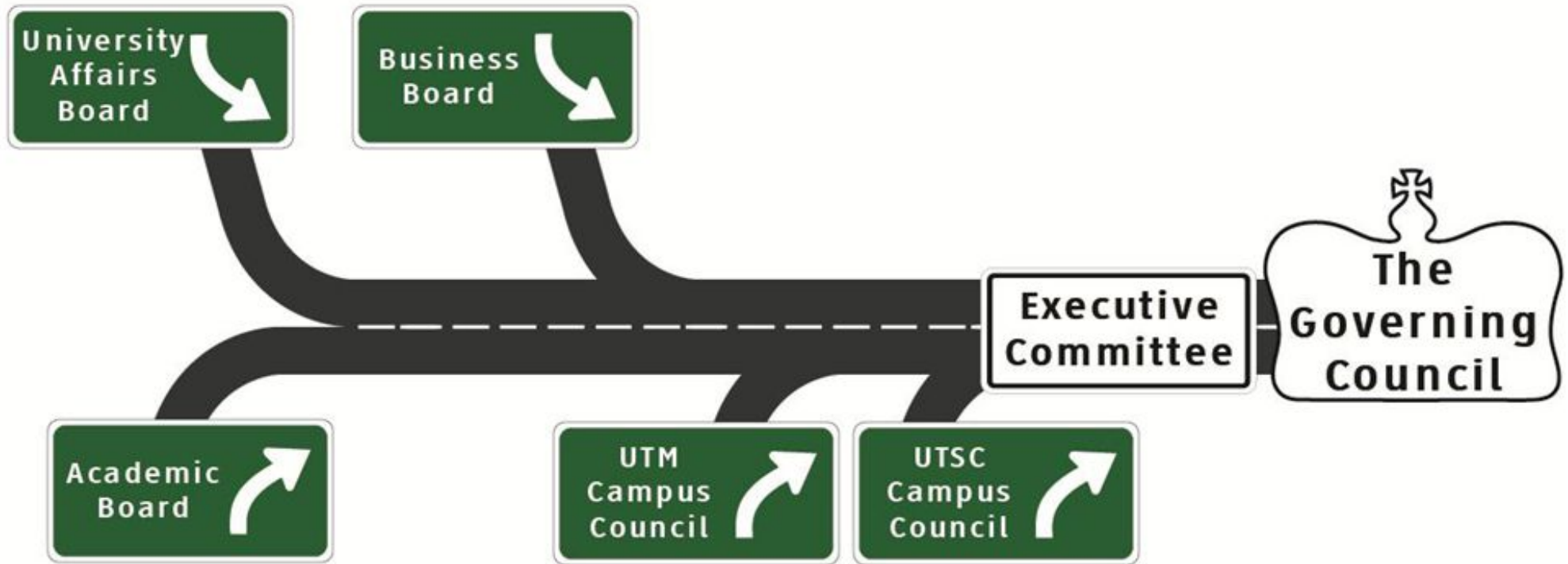
The Origin of the Campus Council and its Standing Committees

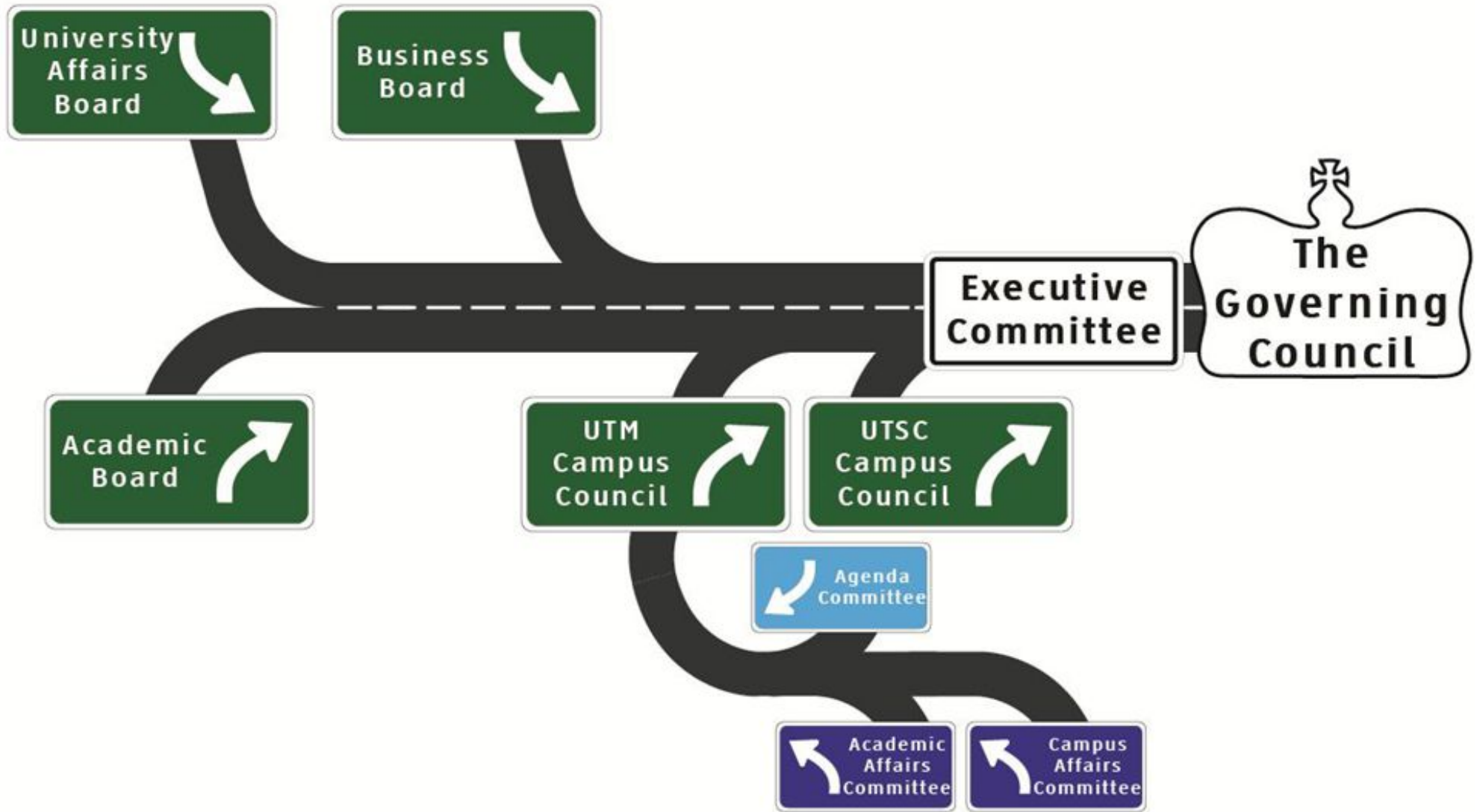
- Task Force on Governance, Phase Two
 - Recommended the establishment of campus affairs committees for each of the three campuses to focus on campus, staff and student life matters specific to those campuses.
- Working Group on Tri-Campus Matters
 - Processes developed for the UTM and UTSC campuses should be expected to enhance campus-based decision-making and ensure accountability.

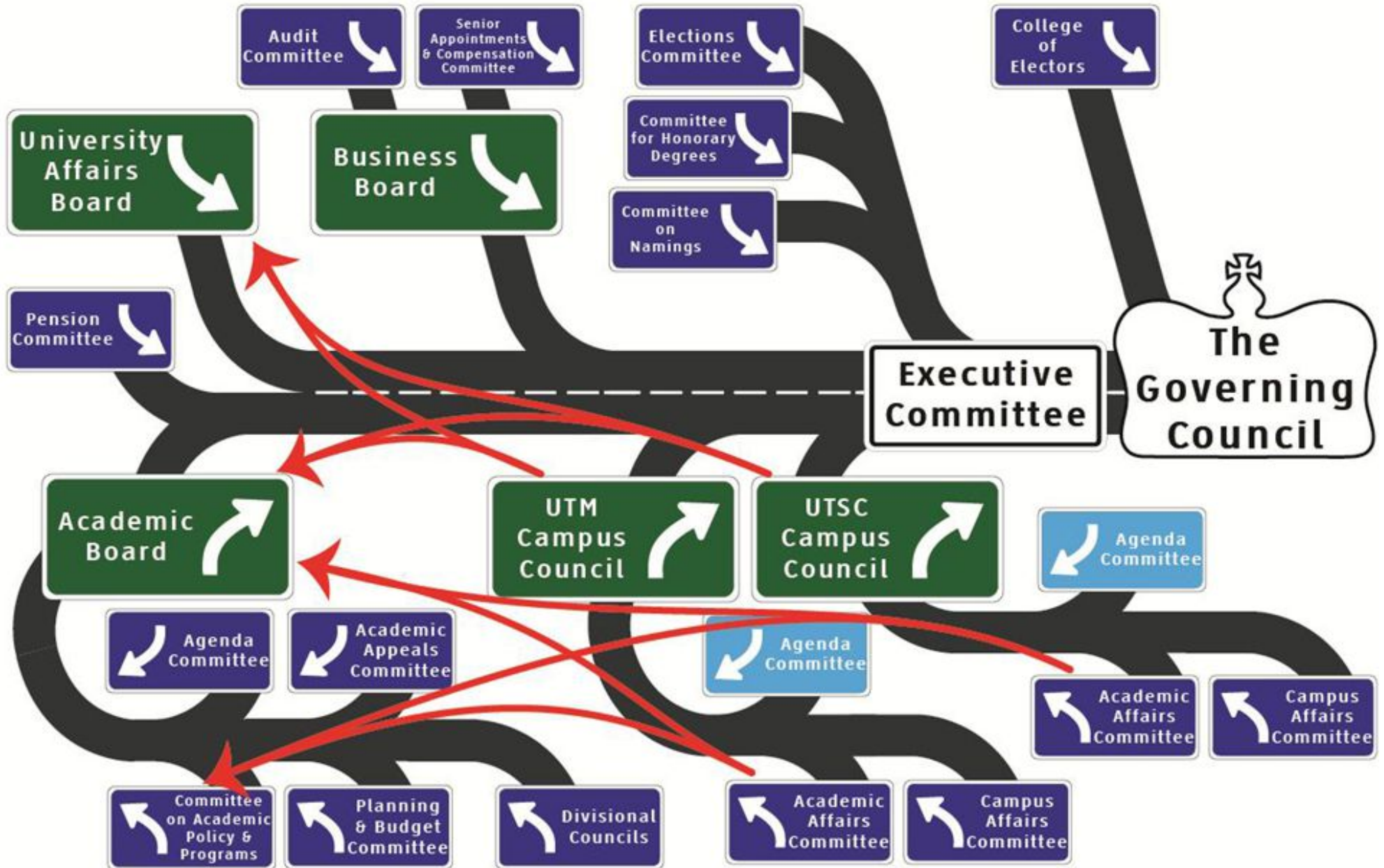
The Origin of the Campus Council and its Standing Committees

- **Campus Councils:** comparable to the Boards of Governing Council and comprise representatives of the five estates.
- **Academic Affairs Committees:** relatively large reflecting the structure of Academic Board.
- **Campus Affairs Committees:** include a majority of members from the internal community.
- **Agenda Committees:** have agenda setting role and delegated responsibilities.









Responsibilities of Members

- Principles
 - Engagement.
 - Role: Approval, Oversight, and Advice.
 - Committees with accountability.
 - Members act in the best interests of the institution as a whole.

Responsibilities of Members

- Expectations
 - Acting in good faith.
 - Trust, honesty, integrity.
 - Ethical conduct.
 - Informed participation and engagement.

Role of Governance vs. Administration

- Primary Functions of Governance: Approval; Oversight; Advice.
- Governance is a receiver of proposals and reports from the administration.
- Functions of governance encompass advancing and sustaining the University's purpose, strength and well-being.
- Administration manages the University.

Assessors

- “Assessors” bring forward proposals from the administration for consideration. They also provide reports for information.
- The roles of the assessors to this committee reflect the terms of reference.

There has been a change in governance, but not in the administrative processes that bring business before governance.

Mandate and Terms of Reference

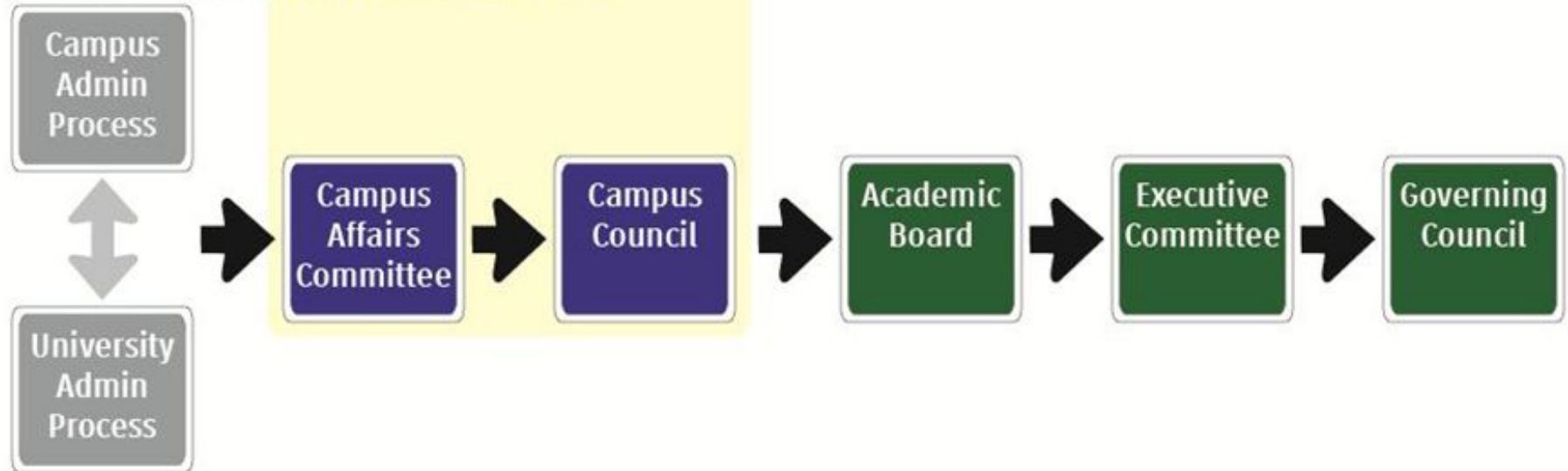
- Matters that concern the quality of student and campus life.
- Monitoring, reviewing and making recommendations concerning planning issues and for use of campus resources.
- Matters that impact relationships internally and with the community.
- Recommends approval to other bodies.

Existing Process



Establishment of an Academic Unit (EDU A or EDU B)

New Process For UTM and UTSC

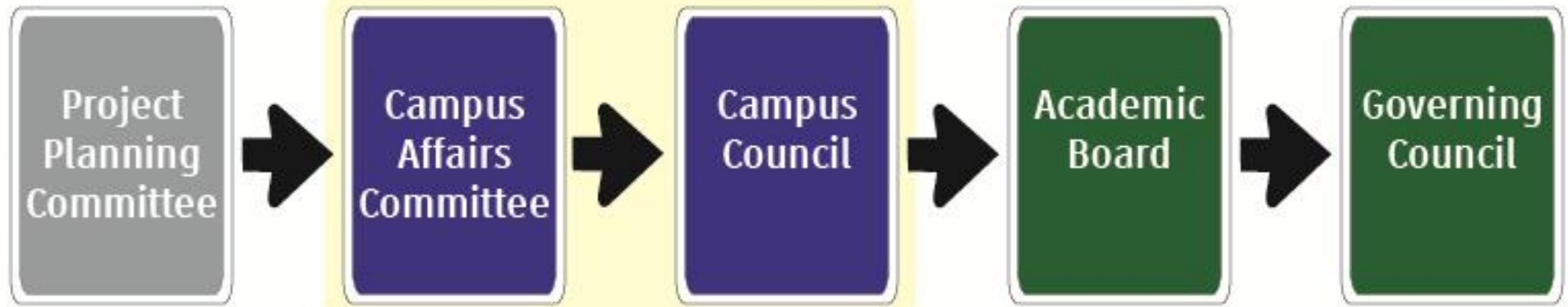


Existing Process

Approval of Capital Project (Level 3)



New Process For UTM and UTSC

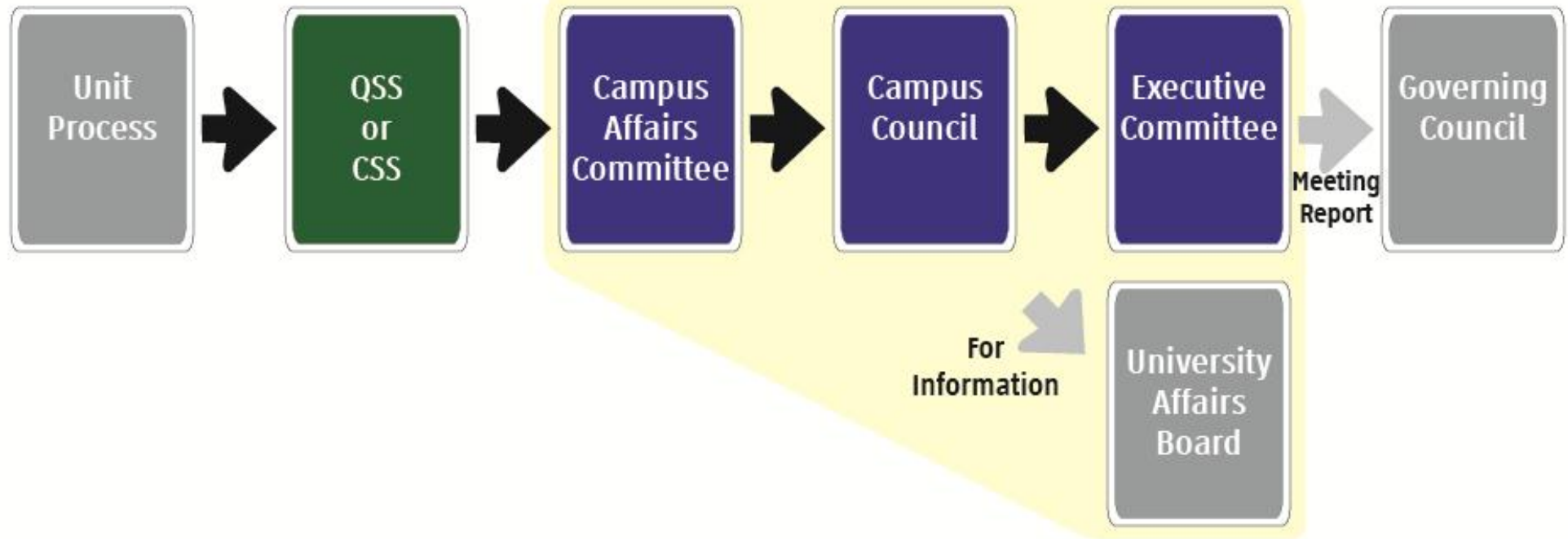


Existing Process

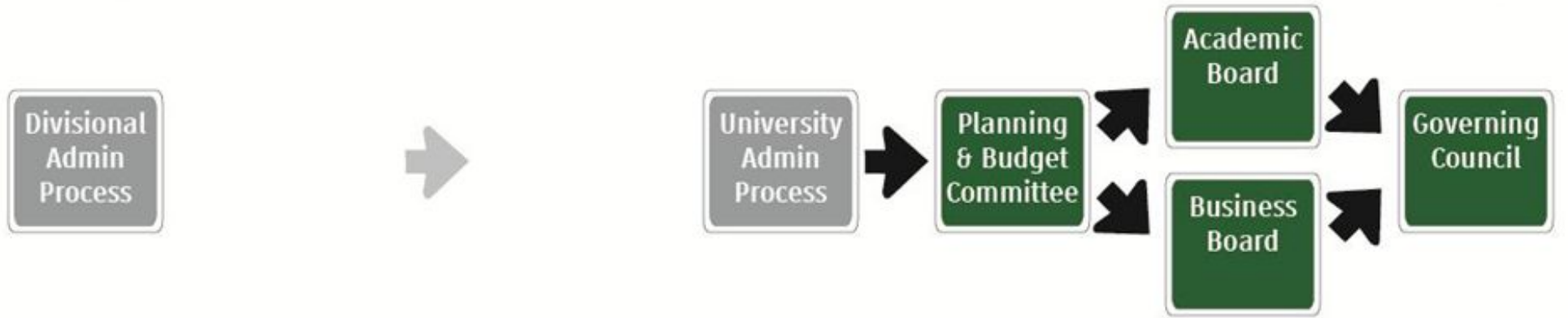


Compulsory Non-Academic Incidental Fees

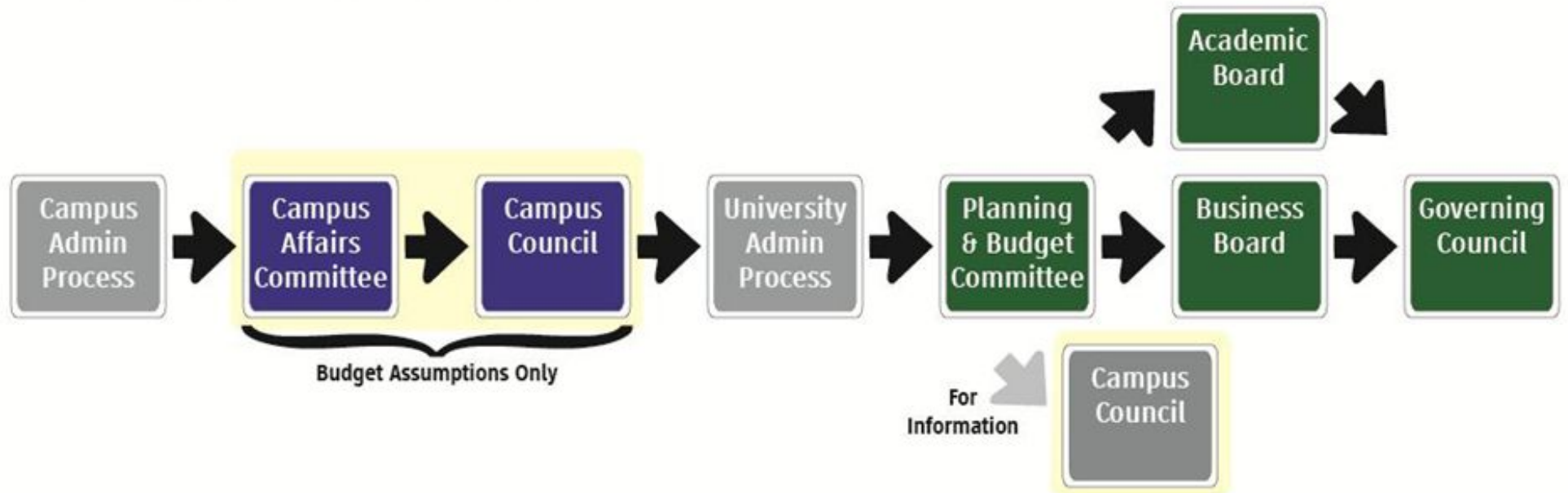
New Process For UTM and UTSC



Existing Process



New Process For UTM and UTSC



The Committee Context in Relation to Governing Council

- CAC is an entry point to governance.
- Other bodies to which recommendations are made expect this body to engage in the fullest and most detailed discussion and debate before items move on.

Agenda Planning

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

Meeting Participation

- Prepare well in advance.
- Members may consult with assessors.
- It is good practice to alert assessors of in-depth questions to be asked during meetings.
- Only members and voting assessors may vote and participate in discussion.
- Non-members may request to speak in advance.
- Cover sheets are a key component of documentation.

Consent Agendas

- Designed to allow more time for items where more discussion and debate is required and less time for items where it is anticipated that there will be little or no discussion or debate because they are more routine or transactional.
- Members may request to have items removed from the consent agenda through the secretary.

Calendar of Business

- Developed annually for all Governing Council bodies.
- It is a key point of reference.
- The calendar is an overview of all anticipated business to be transacted in the year.
- New items are added as they arise from the administration.
- Calendar of Business is updated every Friday.

Rules of Order

- The Governing Council and its Boards and Committees use a modified version of Bourinot's Rules of Order which are included in the Governing Council's By-Law Number 2.
- The Governing Council's rules provide that, for example, individual members may contribute once to a debate for a limited length of time in order to allow for all members to be provided with an opportunity to contribute.

Decisions of the Committee

- Proposals are normally considered by the Committee and then approved (or recommended to another body), declined, or referred back to the administration with advice.



Questions

UNIVERSITY OF TORONTO MISSISSAUGA

Campus Snapshot

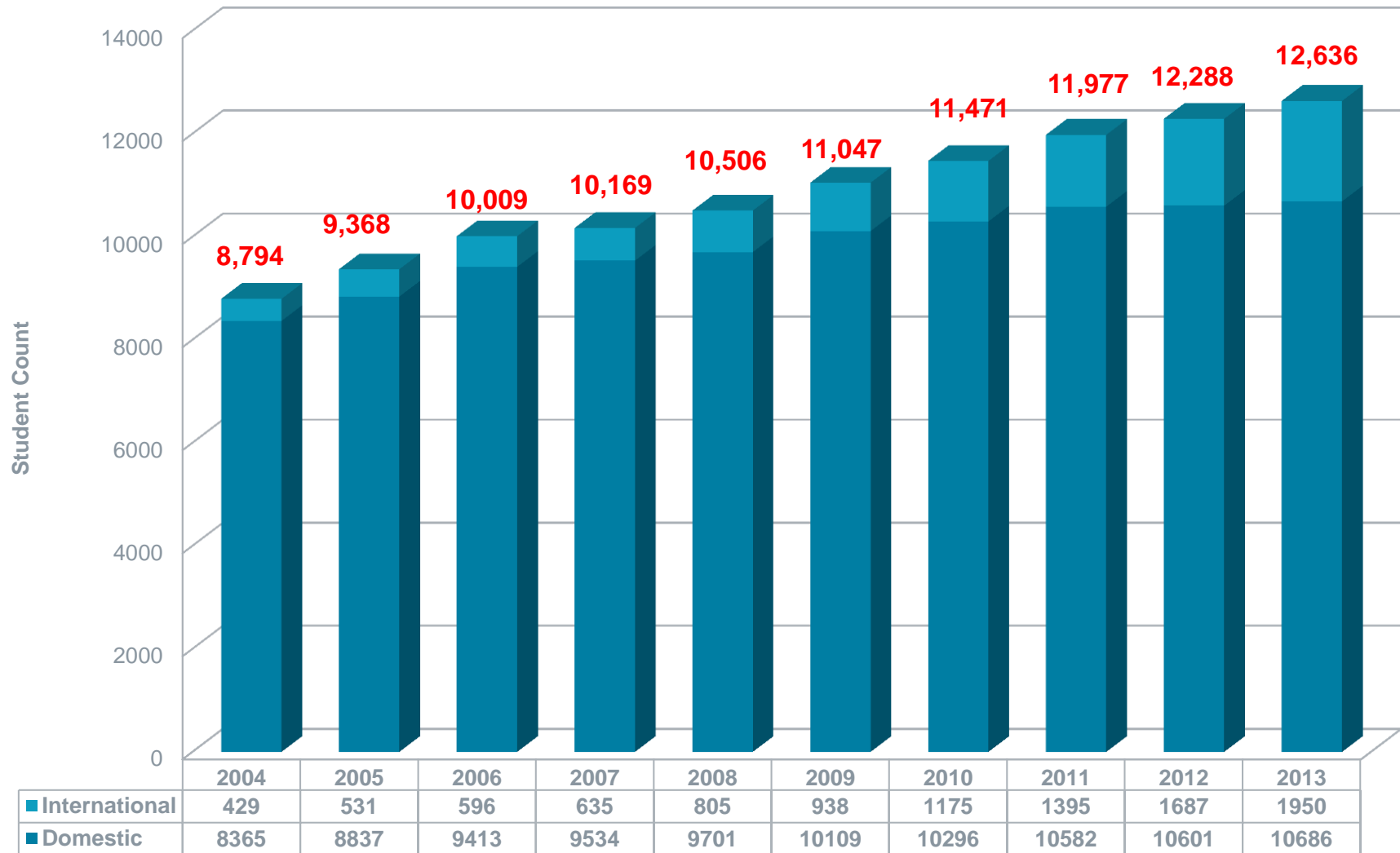
Campus Affairs Committee
Inaugural Meeting: September 9, 2013



BOUNDLESS

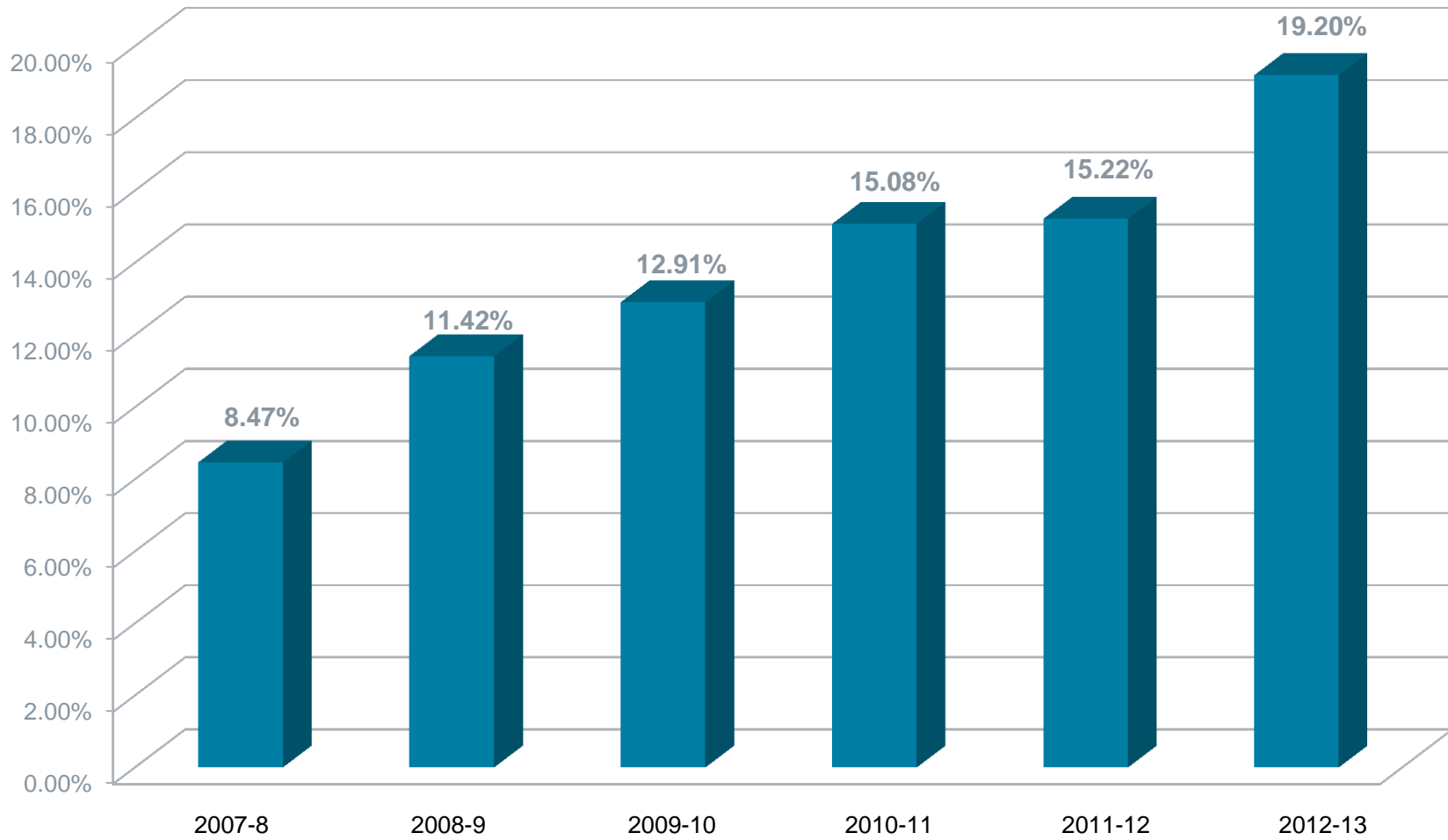


TOTAL HEAD COUNT (INTERNATIONAL & DOMESTIC) 2004-2013



***2013 DATA AS OF 2013/09/05**

INTERNATIONAL STUDENT NEW INTAKE AT UTM 2007-2012



FACTS & FIGURES

15 DISTINCT ACADEMIC DEPARTMENTS
AN INSTITUTE OF COMMUNICATION, CULTURE AND INFORMATION
TECHNOLOGY & AN INSTITUTE FOR MANAGEMENT AND
INNOVATION

OFFERING 125 PROGRAMS AND 70 AREAS OF STUDY

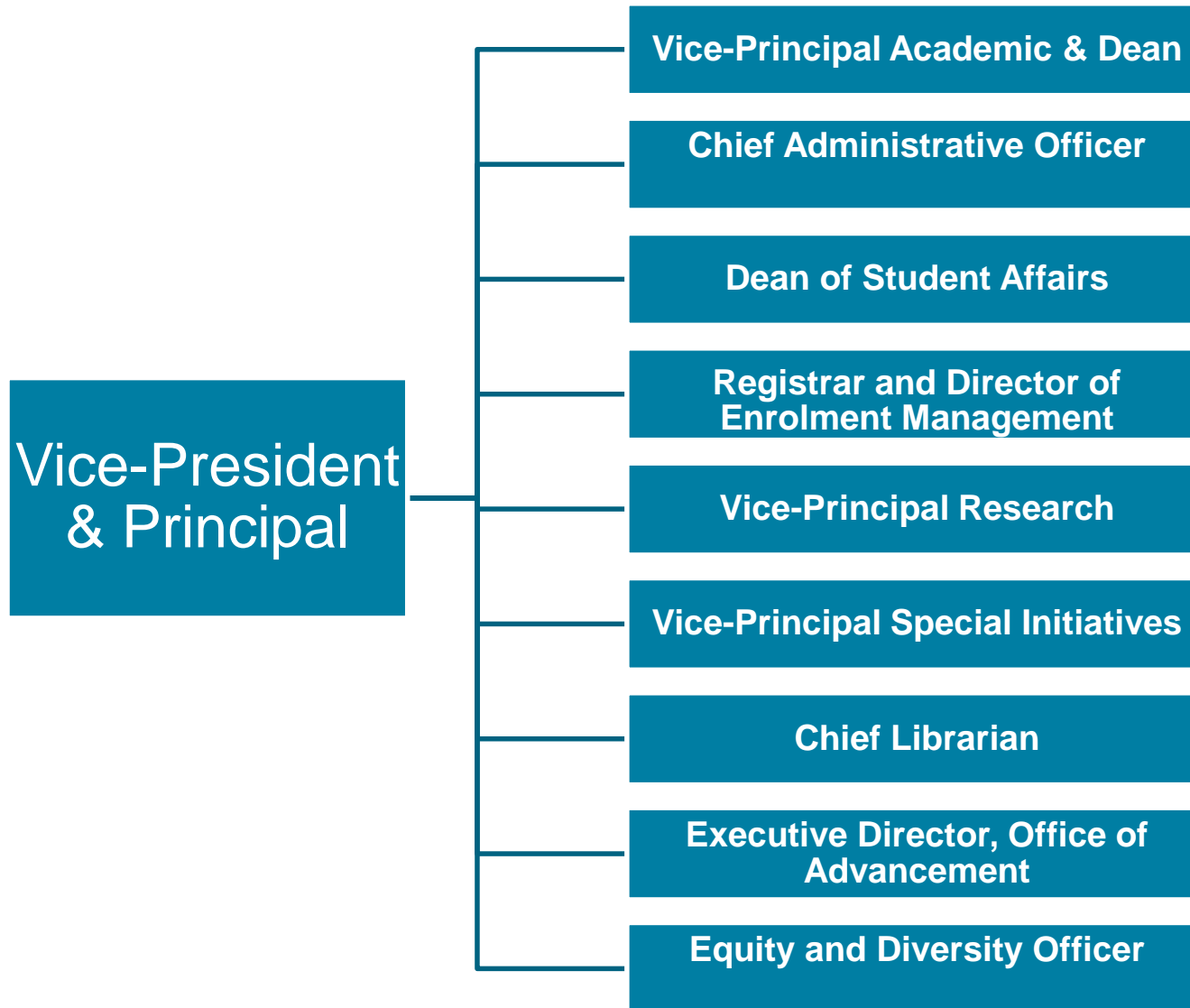
OVER 13000 STUDENTS (UNDERGRADUATE + GRADUATE)
800 FACULTY & STAFF OVER 44000 ALUMNI

SITS ON ABOUT 225 ACRES ALONG THE CREDIT RIVER AND
INCLUDES 49 BUILDINGS TOTALING ALMOST 1.9 MILLION GROSS
SQUARE FEET OF BUILT SPACE (WITH AN ADDITIONAL 200,000
GROSS SQUARE FEET UNDER CONSTRUCTION)

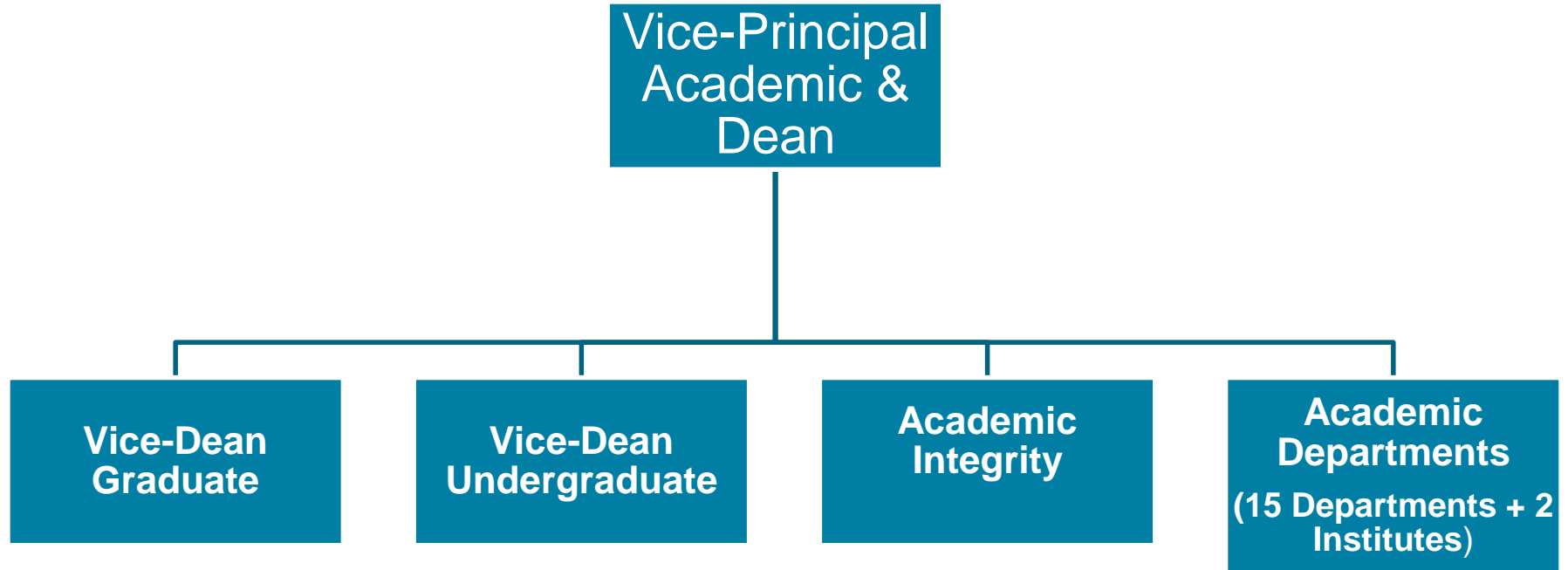
UTM 2013-14 Budget (in \$ millions)

Tuition and Grant revenue	\$196.3
Investment and other income	<u>5.5</u>
Subtotal	\$201.8
University Fund Contribution (10%)	(20.1)
Other attributed revenue	2.5
University-wide costs	(31.2)
University Fund Allocation	6.2
Student Aid	(8.9)
Other adjustments	<u>(0.8)</u>
"net revenue" to UTM	\$149.5

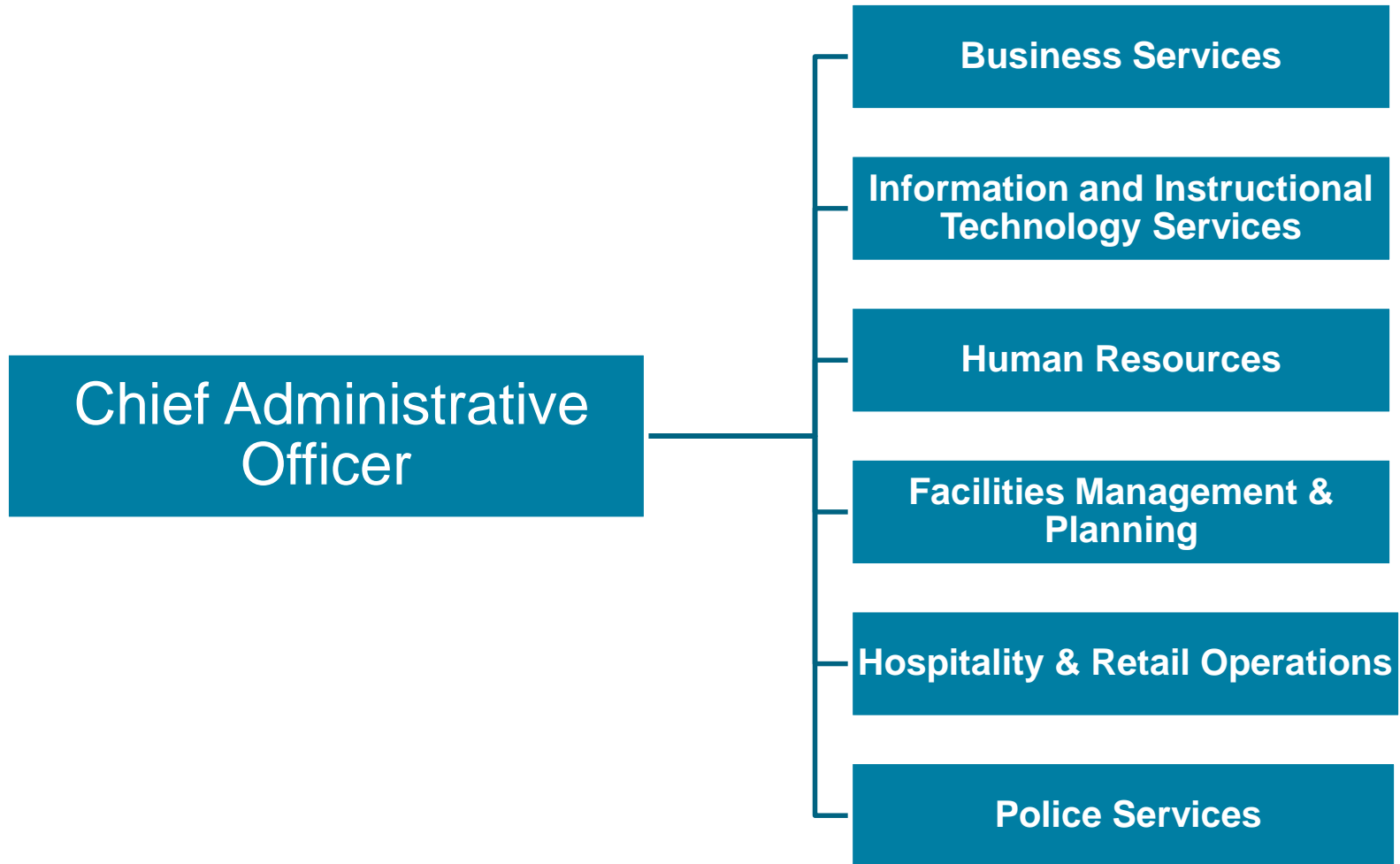
Senior Administrative Structure



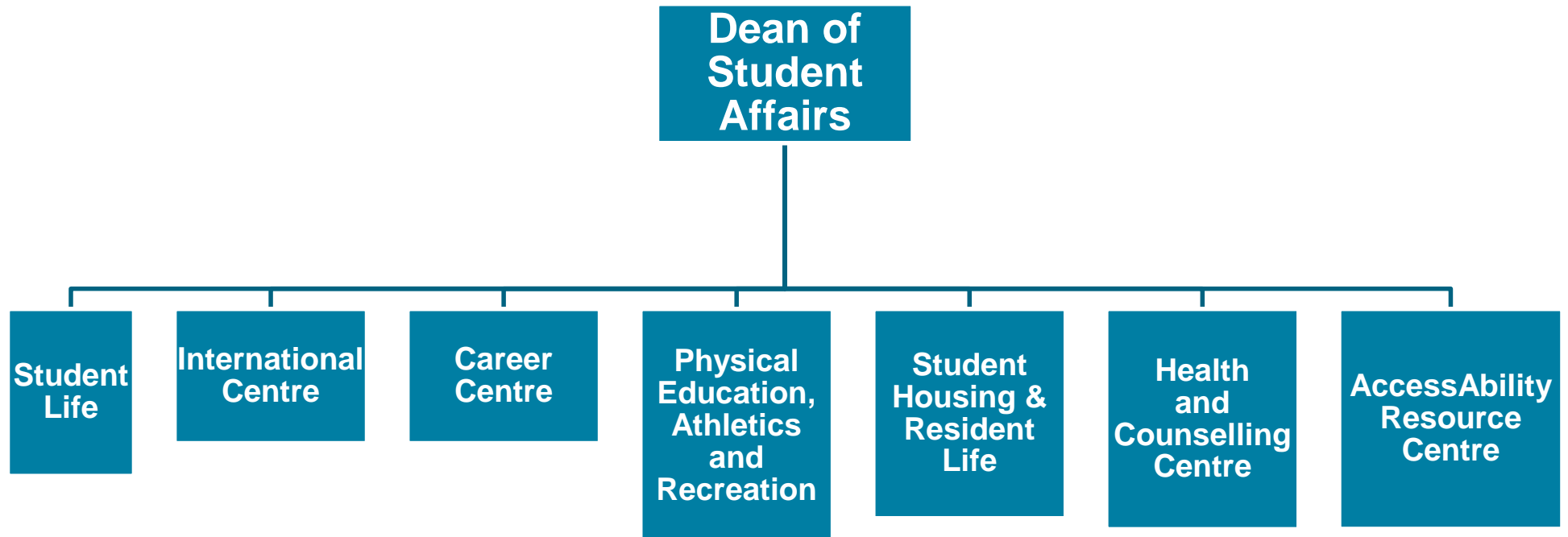
ADMINISTRATIVE STRUCTURE: OFFICE OF THE DEAN



ADMINISTRATIVE STRUCTURE: OFFICE OF THE CAO



ADMINISTRATIVE STRUCTURE: STUDENT AFFAIRS



AWARD WINNING BUILDINGS

HAZEL MCCALLION ACADEMIC LEARNING CENTRE (HMALC)



INSTRUCTIONAL CENTRE



RECREATION, ATHLETICS & WELLNESS CENTRE



TERRENCE DONNELLY HEALTH SCIENCES COMPLEX



INNOVATION COMPLEX



INNOVATION COMPLEX



17

NORTH BUILDING (PHASE I)





ADMINISTRATIVE ASSESSORS SUMMARY OF RESPONSIBILITIES AND HIGHLIGHTS FOR 2013-14

CAMPUS AFFAIRS COMMITTEE:

Prof. Amy Mullin, Vice-Principal, Academic and Dean (VPA)

The role of the Vice Principal and Academic with respect to campus governance includes oversight of the academic departments, engaging in periodic external review of those departments, and evaluating and supporting their plans for curricular innovations, along with developing initiatives that support the research, teaching and learning on our campus.

In the 2013-14 academic year, the Office of the Dean will sponsor program mergers, a program closure, new minor programs, development of a combined program, the introduction of new courses to serve our existing programs, and the development of a new centre to support research and teaching in the area of professional accounting. Most of these items sponsored by the Office of the Dean will be submitted for Academic Affairs Committee consideration. The planning and resource implications of the establishment, termination or restructuring of academic units and proposals for Extra-Departmental Units are within the responsibility of the Campus Affairs Committee and will be submitted to this committee.

Paul Donoghue, Chief Administrative Officer (CAO)

The Chief Administrative Officer is responsible for providing leadership to a broad range of non-academic functions in support of UTM's academic mission of teaching, research and scholarship. Principal areas include: budgeting, finance and accounting; parking & transportation; facilities management & planning; capital construction; information and instructional technology; human resources; hospitality & retail operations; occupational health & safety; and, security and emergency management. The CAO also supports the VP & Principal, Principal's Table and academic colleagues in the design and implementation of new initiatives.

As an administrative assessor to the Campus Affairs Committee, the CAO will be sponsoring UTM's integrated, 5-year financial plan and operating budget for 2014-15 (including ancillary operating plans/fees); the multi-year capital plan; and, several major capital project reports during the 2013-14 academic year.

Key objectives include:

- Ensuring that UTM continues to meet its fiscal objective of balanced budgets during a period of enrolment/facilities expansion and continuing to develop break-even fiscal strategies in response to changing financial constraints and evolving priorities/new initiatives.
- Managing, from planning to completion, major capital projects arising from UTM's multi-year construction plan, ensuring all projects are completed on-time and on-budget.
- Continuing to raise the bar for professionalism among UTM staff based upon the principles of tolerance and mutual respect with a focus toward customer service and the public image of UTM.

Mark Overton, Dean of Student Affairs (DSA)

The Dean of Student Affairs, through the Student Affairs division's departments (AccessAbility Resource Centre, Career Centre, Health & Counselling Centre, International Centre, Physical Education, Athletics & Recreation Department, and Student Housing & Residence Life Department) and more broadly through campus and university student services, promotes holistic student learning and development.

As an administrative assessor to the Campus Affairs Committee, the DSA will sponsor proposals for UTM student services and student societies funded by compulsory non-tuition related fees, and bring attention to the following key topics during the 2013-14 academic year:

- Clustering non-academic services in a 'first stop' location for students seeking assistance and opportunities
- Supporting international students' success, and promoting international experiences for domestic students
- Assessing and documenting students' co-curricular experiences
- Enhancing students' health and well-being