UNIVERSITY OF TORONTO MISSISSAUGA

OFFICE OF THE CAMPUS COUNCIL

UTM CAMPUS COUNCIL MEETING

Monday, September 30, 2013 at 4:10 p.m.

Council Chamber, Rm 3130, William G. Davis Building

AGENDA

1. **Chair's Remarks**

2. **Orientation**

3. **Report of the Vice-President & Principal**
   a. Presentation by Student Government Leaders: University of Toronto Mississauga Student's Union (UTMSU) & University of Toronto Mississauga Association of Graduate Students (UTMAGS)

4. **Calendar of Business, 2013-14***

5. **Revision to the *Policy on Capital Planning and Capital Projects**** (For information)

CONSENT AGENDA **

6. **Reports for Information**
   a. Report 1 of the Academic Affairs Committee (September 11, 2013)
   b. Report 1 of the Campus Affairs Committee (September 9, 2013)

7. **Date of the Next Meeting – December 9, 2013 at 4:10 p.m.**

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8. **Question Period**

9. **Other Business**

Reception to follow in the Council Chamber immediately following the meeting.

* Documentation included

** Documentation for consent item to follow. This item will be given individual consideration by Campus Council only if a members so requests. Members with questions or who would like a consent item to be discussed by the Governing Council are invited to notify the Recording Secretary Mariam Ali at least 24 hours in advance of the meeting by telephone at 905-569-4358 or by email at mariam.ali@utoronto.ca

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UNIVERSITY OF TORONTO MISSISSAUGA

OFFICE OF THE CAMPUS COUNCIL

Campus Council and Standing Committees Orientation

UTM Campus Council: Monday, September 30, 2013
William G. Davis Building, Council Chambers
4:10 p.m. – 6:00 p.m.

AGENDA

1. Chair's remarks and introductions [Chair]
    - Overview of the history of the Campus Council and the Standing Committees: Why we evolved to the new system of governance
    - Responsibilities of members (decision-making in the best interests of the institution)
    - Role of governance vs. administration
    - There has been a change in governance, but not in the administrative processes that bring business before governance

2. Mandate and Terms of Reference [Chair]
    - Clarify key elements of the terms of reference
    - Flow of business to other governance bodies, including governance approval path of major items

3. Overview of the Campus & Role of the Senior Voting Assessor [Senior Assessor]
    - Highlights of campus
    - Organizational structure

4. Conducting Business [Chair]
    - Council/Committee context in relation to Governing Council.
    - Agenda planning
    - Meeting conduct and participation
    - How to read cover sheets and their value to members
    - Value and purpose of consent agendas and the Calendar of Business (COB)
    - The rules of order and how they enable full, fair, and respectful debate

UTM Campus Council and Standing Committees Consolidated Calendar of Business 2013-14

Acronyms List

OCC: Office of the Campus Council
VDG: Vice-Dean, Graduate
VPA/Dean: Vice-Principal, Academic and Dean
VP&P: Vice-President and Principal
DSA: Dean, Student Affairs
RGASC: Robert Gillespie Academic Skills Centre
VPR: Vice-Principal, Research
AB: Academic Board
GC/EX: Governing Council/Executive Committee
VP, University Ops: Vice-President, University Operations

Legend:

Highlighted Reports = Newly Added
~~Strike through~~ = Removed/Moved to alternative Cycle
Font Color Change = Item Description Change

UTM Campus Council and Standing Committees
Consolidated Calendar of Business 2013-14

Item	Originating Portfolio	Campus Affairs Committee	Action	Academic Affairs Committee	Action	Agenda Committee	Campus Council	Action
UTM Cycle 1 (GC Cycle 2)								
Member Orientation		Sept. 9		Sept. 11			Sept. 30	Info.
Calendar of Business	OCC	Sept. 9		Sept. 11			Sept. 30	Info.
Master of Biotechnology new course, renaming course and change in admission requirements	VDG			Sept. 11	Approval			
Institute of Communication Culture and Information Technology (ICCIT) name change	VPA/Dean			Sept. 11	Recomm. To AB			
Establishment of the Academic Appeals Subcommittee of the AAC	Chair, AAC			Sept. 11	Approval			
Presentation from student governments: UTM Student Union (UTMSU) & UTM Association of Graduate Students (UTMAGS)	VP&P report						Sept. 30	Info.
Revisions to the University of Toronto Policy on Capital Planning and Capital Projects.	VP, University Ops	Sept. 9						Approval/GC EX confirmation
UTM Cycle 2 (GC Cycle 3)								
Institute for Management in Innovation (IMI) Certificate in Professional Development	VDG			Nov. 13	Approval			
Institute for Management in Innovation (IMI) Transcript Notation	VDG			Nov. 13	Approval			
Undergraduate Curriculum changes (minor)	VPA/Dean			Nov. 13	Approval			
Master of Biotechnology change in admission requirements	VDG			Nov. 13	Approval			
Budget Report, 2014-15	CAO	Nov. 11	Recomm. To CC			Nov. 26	Dec. 9	Approval/GC EX confirmation

UTM Campus Council and Standing Committees
Consolidated Calendar of Business 2013-14

Item	Originating Portfolio	Campus Affairs Committee	Action	Academic Affairs Committee	Action	Agenda Committee	Campus Council	Action
UTM Cycle 2 (GC Cycle 3) *cont.*								
EDU: C - Professional Accounting Centre (PAC) Institute for Management in Innovation (IMI)	VPA/Dean	Nov. 11	Recomm. To CC			Nov. 26	Dec. 9	
Chemical Physical Sciences/Geography Association of Professional Geoscientists of Ontario (APGO) Certification: merger of two programs	VPA/Dean			Nov. 13	Approval			
Capital Project: Project Planning Report - Research Greenhouse	CAO	Nov. 11	Recomm. To CC			Nov. 26	Dec. 9	Recomm. To AB
Strategic Topic CAC: Student Services Plaza	CAO	Nov. 11	Info.				Dec. 9	Info.
Strategic Topic CC: Capital Planning Report	CAO						Dec. 9	Info.
Strategic Topic AAC: Office of the Registrar Initiatives	Registrar		Info.	Nov. 13	For Info.			
VP&P Report	VP&P						Dec. 9	Info.
UTM Cycle 3 (GC Cycle 4)								
New courses: Master of Science in Sustainability and Management (MScSM)	VDG			Jan. 9	Approval			
New courses: Masters of Management and Professional Accounting (MMPA)	VDG			Jan. 9	Approval			
Course Modification: Master of Biotechnology (Mbiotech)	VDG			Jan. 9	Approval			
New Courses: Institute for Management in Innovation (IMI)	VDG			Jan. 9	Approval			
Ancillary Operating Plan, 2014-15	CAO	Jan. 8	Recomm. to CC			Jan. 23	Feb. 6	Approval/GC EX confirmation
Capital Project: North Building Phase 2 Project Planning Report	CAO	Jan. 8	Recomm. to CC			Jan. 23	Feb. 6	Recomm. To AB
Logic Major program closure (Philosophy)	VPA/Dean			Jan. 9	Recomm. To AP&P			

UTM Campus Council and Standing Committees
Consolidated Calendar of Business 2013-14

Item	Originating Portfolio	Campus Affairs Committee	Action	Academic Affairs Committee	Action	Agenda Committee	Campus Council	Action
UTM Cycle 3 (GC Cycle 4) *cont.*								
New Initiative: Creation of Track One at UTM (Engineering)	VPA/Dean	Jan. 8			Approval			
New Minor: Education	VPA/Dean			Jan. 9	Approval			
Combined Bachelors and Masters of Teaching	VPA/Dean			Jan. 9	Approval			
UTM Cycle 4 (GC Cycle 5)								
Strategic Topic CC: Andvancement / fundraising priorities	Exec.Dir. Advancement			Jan. 9	Info.		Feb. 6	Info.
Strategic Topic CAC: Student Life Portfolio	DSA	Jan. 8	Info.					
Strategic Topic AAC: International Students	VPA/Dean + Registrar			Jan. 9	Info.			
Appointments – UTM Nominating Committee (additional members to Agenda Committee)	Chair					Feb. 20	Mar. 5	Approval
Operating Plans - Student Affairs and Services / Compulsory non-academic incidental fees	DSA	Feb. 10	Recomm. to CC			Feb. 20	Mar. 5	Approval/GC EX confirmation
Student Societies: Requests for Fee Increases	DSA	Feb. 10	Recomm. to CC			Feb. 20	Mar. 5	Approval/GC EX confirmation
Capital Project: Project Planning Report	CAO	Feb. 10	Recomm. to CC			Feb. 20	Mar. 5	Recomm. To AB
New Minor in Ethics and Society (Philosophy)	VPA/Dean			Feb. 12	Approval			
New Minor in Ethics and Law (Philosophy)	VPA/Dean			Feb. 12	Approval			
New Minor in Latin American and Caribbean Studies	VPA/Dean			Feb. 12	Approval			
Strategic Topic AAC: the Robert Gillespie Academic Skills Centre	Director RGASC			Feb. 12	Info.			
Strategic Topic CAC: Co-curricular Record	DSA	Feb. 10	Info.					
Strategic Topic CC: Presentation from the Vice-Principal Research	VPR						Mar. 5	Info.

UTM Campus Council and Standing Committees
Consolidated Calendar of Business 2013-14

Item	Originating Portfolio	Campus Affairs Committee	Action	Academic Affairs Committee	Action	Agenda Committee	Campus Council	Action
UTM Cycle 5 (GC Cycle 6)								
New Minor in Visual Culture (Visual Studies)	VPA/Dean			Mar. 26	Approval			
Combined ICCIT/Faculty of Information (FOI) Joint Bachelors and Masters of Information	VPA/Dean			Mar. 26	Approval			
Annual Reports: Research, Appeals, Committee On Standing, Academic Discipline, Library	VPR; VPA/Dean/Library/Gov./Reg. Office			Mar. 26	Info.			
Capital Project: Student Centre Redevelopment Project Planning Report	CAO	Mar. 24	Recomm. to CC			Apr.10	Apr. 23	Recomm. To AB
Capital Project: Phase 2 Davis Building Redevelopment Project Planning Report	CAO	Mar. 24	Recomm. to CC			Apr.10	Apr. 23	Recomm. To AB
Strategic Topic CC and CAC: University's operating budget, highighting UTM's budget	VP Univ. Operations	Mar. 24	Info.				Apr. 23	Info.
Strategic Topic AAC: Reviews of Academic Programs and/or Units	VPA/Dean			Mar. 26	Info.	Apr.10	Apr. 23	Info.
UTM Cycle 6A								
Management: Merger of two programs, Human Resource Management Industrial Relations (HRMIR)	VPA/Dean			Apr. 30	Approval			
Institute of Communication, Culture, Information and Technology (ICCIT) Transcript notation	VPA/Dean			Apr. 30	Approval			
Capital Project: Project Planning Report	CAO	April. 28	Recomm. To CC			May. 15	May. 29	Recomm. To AB
Annual Reports: Administration/Assessors TBA	CAO	April. 28	Info.					
Appointments - 2014-15 UTM CC and Standing Committee membership	Chair					May. 15	May. 29	Approval
Strategic Topic CAC: Campus Master Plan		April. 28	Info.					

UTM Campus Council and Standing Committees
Consolidated Calendar of Business 2013-14

Item	Originating Portfolio	Campus Affairs Committee	Action	Academic Affairs Committee	Action	Agenda Committee	Campus Council	Action
UTM Cycle 6A *cont.*								
Strategic Topic AAC: Presentation from the Office of the Vice-Principal Academic & Dean	VPA/Dean			30-Apr	Info.			
UTM Cycle 6B								
Strategic Topic CC: Presentation from the Office of the Vice-Principal Academic & Dean	VPA/Dean						May. 29	Info.
Appointments: 2014-15 UTM UTM Agenda Committee Membership						June. 10	June. 19	Approval
Summer Executive Authority						June. 10	June. 19	Approval

UNIVERSITY OF TORONTO

OFFICE OF THE GOVERNING COUNCIL

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FOR INFORMATION **PUBLIC** **OPEN SESSION**

TO: UTM Campus Council

SPONSOR: Prof. Scott Mabury, Vice-President, University Operations
CONTACT INFO: scott.mabury@utoronto.ca, 416-978-2031

PRESENTER: Louis Charpentier, Secretary, Governing Council
CONTACT INFO: l.charpentier@utoronto.ca, 416 978-2118

DATE: September 23, 2013 for September 30, 2013

AGENDA ITEM: **5**

ITEM IDENTIFICATION:

Revisions to the University of Toronto *Policy on Capital Planning and Capital Projects.*

JURISDICTIONAL INFORMATION:
Section 5.1 of the Terms of Reference for the UTM Council lists capital plans, projects and space as areas within the UTM Council's responsibility, to be considered by the UTM Council itself. Section 5.6. of the Terms of Reference for the UTM Council also states under Matters for Information "The UTM Council receives, annually from its assessors, reports on matters within its areas of responsibility, including statements of current issues, opportunities and problems and recommendations for change in policies, plans or priorities that would address such issues".

GOVERNANCE PATH:

1. UTM Campus Affairs Committee [for information] (September 9, 2013)
2. Planning & Budget Committee [for recommendation] (September 16, 2013)
3. Business Board [for recommendation] (September 23, 2013)
4. **UTM Campus Council [for information] (September 30, 2013)**
5. Academic Board [for recommendation] (October 3, 2013)
6. Executive Committee [for recommendation] (October 23, 2013)
7. Governing Council [for approval] (October 30, 2013)

PREVIOUS ACTION TAKEN:

In May 2012, the Governing Council approved revisions to *the Policy on Capital Planning and Capital Projects* arising from recommendations of the Task Force on Governance (2010). The revisions involved: streamlining consideration of capital planning and capital projects; increasing minimum thresholds for consideration by various bodies; the separation of policy and procedure; and strengthening the coordination and integration of project review between and among central

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and divisional offices (Capital Project and Space Allocation Committee). There were also minor revisions to remove references to committees and university departments that no longer existed.

In June 2012, the Governing Council approved a new governance structure for the University of Toronto Mississauga (UTM). As of July 1, 2013, a UTM Campus Council has replaced the existing UTM Erindale College Council (ECC).

HIGHLIGHTS

With the establishment of the UTM Campus Council and its standing committees, a revision to the *Policy on Capital Planning and Capital Projects* is required to reflect provisions in the terms of reference for the respective Campus Affairs Committee and the Campus Council regarding consideration of capital projects. Specifically, for capital projects with a project budget over $3 million and up to $10 million (Approval Level 2), projects at UTM will be considered by the respective Campus Affairs Committee rather than by the Planning and Budget Committee. Following detailed scrutiny by the respective Campus Affairs Committee and the Campus Council, the projects will proceed to the Academic Board for its recommendation. Such projects will continue to be placed on the Board's consent agenda and be confirmed by the Executive Committee of the Governing Council.

Projects requiring Approval Level 3 would follow the same path as Approval Level 2 and then proceed to Governing Council as required. Note, no changes are proposed for capital projects with a project budget with a value less than $3 million (Approval Level 1). Authority to approve projects with a value less than $3 million on the UTM campus is delegated to the UTM Space Planning and Management Committee established by the UTM Vice-President & Principal. The administration, through the Capital Project and Space Allocation Committee (CaPS) and an Executive Committee will continue to have oversight of **all** project proposals with a projected total project cost greater than $100,000. A minor revision has been made to the *Policy* to allow for minor expenses incurred by the administration while considering the feasibility of a capital project, prior to its review through CaPS and its Executive Committee.

Some text in the *Policy* text has been rearranged to highlight that if a project will require financing as part of the funding, the project proposal must be considered by the Business Board.

Revisions to the *Policy on Capital Planning and Capital Projects* are being considered at the University's Planning & Budget Committee. If approved, the revised policy will take effect October 31, 2013.

FINANCIAL IMPLICATIONS:

There are no implications for the UTM Operating Budget.

RECOMMENDATION: For Information.

DOCUMENTATION PROVIDED:
Proposed revised *Policy on Capital Planning and Capital Projects*.

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May 9, 2012

PROPOSED REVISED POLICY ON CAPITAL PLANNING & CAPITAL PROJECTS

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POLICY ON CAPITAL PLANNING AND CAPITAL PROJECTS

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INTRODUCTION

1. GENERAL PLANNING MATTERS

A. MASTER PLANS.
B. CAPITAL PRIORITIES
C. INFRASTRUCTURE RENEWAL PLANS

2. PLANNING PRINCIPLES

3. OVERVIEW OF THE PROCESS

A. PLANNING
B. APPROVALS
C. IMPLEMENTATION
D. COMPLETION

WEB LINKS:

- CAMPUS PLANNING PRINCIPLES
  http://www.campusplanning.utoronto.ca/planning-resources/campus-planning-principles
- CAMPUS MASTER PLANS
  http://www.campusplanning.utoronto.ca/campus-master-plans
- DESIGN STANDARDS
  http://www.fs.utoronto.ca/aboutus/design.htm
- TYPICAL PROJECT PLANNING REPORT OUTLINE
  http://www.campusplanning.utoronto.ca/reviews-approvals/project-planning-committees
- DESIGN REVIEW COMMITTEE
  http://www.campusplanning.utoronto.ca/reviews-approvals/design-review-committee-drc
- CAPITAL PROJECTS AND SPACE ALLOCATION COMMITTEE AND EXECUTIVE COMMITTEE
  http://www.campusplanning.utoronto.ca/reviews-approvals/about-afd

POLICY ON CAPITAL PLANNING AND CAPITAL PROJECTS

INTRODUCTION

The continuing development of a modern university campus is no easy challenge. For the University of Toronto, which possesses an extraordinary variety of architectural styles, this challenge is amplified and requires careful attention.

Given the interest of prospective faculty, students and staff in working, studying, and dreaming in an inspiring and creative physical environment, the University's commitment to inspirational design must be consistent with (and indeed, a core component of) its highest academic aspirations. It is essential that the University of Toronto, as Canada's leading research intensive university, and as an institution firmly determined to stand among the top publicly supported research intensive universities in the world, integrates this commitment to excellence into each and every dimension of planning and design related activities. The standards for design excellence should be no less exacting than those that are set in the academic sphere. Campus design has a profound impact on the character and quality of human interactions within the university community.

For the St. George Campus of the University of Toronto the challenge is to integrate new structures with the existing structures to achieve coherent design with intelligent green landscaping, to be cognizant of the cultural landscape that exists and to ensure that new landmark buildings incorporate quality designs, energy savings and sustainability features, and materials that systematically will serve to strengthen and enrich the campus, located in the heart of Canada's largest city.

The challenges and opportunities for the University of Toronto Mississauga and Scarborough campuses are distinct from those on the St. George campus. Both are located in park like settings with large conservation areas surrounding the core academic spaces. Their neighbourhoods are fast encroaching, but still held at arm's length from the core of the campus by virtue of the protected green space. Environments consistent with the highest academic aspirations, unique in character and reflective of the surrounding areas must be created.

The University's development of its physical assets should be guided by a best practices approach to physical planning, design and construction. Accordingly, this *Policy* enunciates the norms for carrying out such an approach, specifies the framework within which individual projects can evolve, and establishes the approval and reporting requirements.

This *Policy* replaces the *Policy on Capital Planning and Capital Projects* approved by the Governing Council in June 2001.

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1. GENERAL PLANNING MATTERS

General authority for capital planning and construction is delegated to the President, who in turn delegates it to the appropriate senior officers of the University.

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The planning approach begins with the development of comprehensive Master Plans for each campus followed by the systemic establishment of Capital Priorities with specific Capital Projects that can be adequately supported by the appropriate Infrastructure Renewal Plans.

A. CAMPUS MASTER PLANS

The Governing Council shall adopt, from time to time, Campus Master Plans for the University's St. George, Mississauga and Scarborough campuses, as well as for other University-owned properties as required. Master Plans provide a careful evaluation and review of each campus as a whole. Such Plans address the type and quality of the public space on each campus and identify potential uses and parameters for future development following the stated Planning Principles and in support of the University's academic objectives. Master Plans should normally be reviewed every ten years. (weblink)

B. CAPITAL PRIORITIES

The Administration will maintain a list of Capital Priorities. These Capital Priorities, which are the outcome of the University's academic planning processes, set out the major Capital Projects to which the University has assigned priority for a specified period of time. Such priorities are normally adopted for multi-year periods and are updated, as required, to reflect progress made and new or altered priorities. Capital Priorities include all capital projects (above a specified cost), for all campuses, which are expected to be in planning and or implementation stage during the defined planning period.

C. INFRASTRUCTURE RENEWAL

The Administration shall establish within the annual budget framework, an allocation for infrastructure renewal and maintenance and deferred maintenance for each campus. Such work will be managed to maximize the effective expenditure of the available funding, leveraging other capital projects where possible. Much of the renewal and maintenance work is non-discretionary and is required to comply with legislation or regulations or to ensure safety of building occupants. Governance approvals are normally not required for individual projects, beyond the approval of the annual funding amount.

In addition to these more routine projects for maintenance and infrastructure upgrading, which are integral to Infrastructure Renewal, individual infrastructure projects above $3 million dollars will require approval through the capital project approval process described in Section 3B below. The preparation of the capital approval request for such infrastructure projects will be the responsibility of the designated Facilities and Services Group on each campus and will be in a format established by the administration from time to time.

2. PLANNING PRINCIPLES

Campus Master Plans and Capital Project Plans should be developed and implemented in the context of principles that express the University's commitment to the orderly and responsible development and use of its assets. Such principles extend to the development of individual projects that are integral to the academic mission of the University, and which should provide examples of high quality design that incorporate the appropriate functionality and environmental responsibility.

Furthermore, individual projects should be satisfactorily integrated into the comprehensive Campus Master Plans of the University. The Planning Principles, which are established from time to time by the Administration (weblink), constitute the enduring interests of the University and are to be taken into account in all detailed planning.

3. OVERVIEW OF THE PROCESS

A. PROJECT PLANNING

- **PROJECT COMMITTEE.** A Project Committee shall be formed at the outset of project planning and will include representatives of the project's users, the staff responsible for campus and facilities planning, the staff responsible for project execution and the staff responsible for building operations. The project committee will continue to exist until the completion of a project.

- The membership of the Project Committee will be assembled by the Vice-President and Provost (or designate) with input from the Dean(s), Principal(s) of the relevant academic divisions and or sectors for whom the project is undertaken. All Project Committees will include faculty, staff and student representation and may include the Dean/Principal or designate.

- The Vice-President and Provost (or designate) will designate a representative from each of these constituencies to serve on a working project executive committee (PEC).

- The Vice-President and Provost (or designate) will appoint the Chair of the Project Committee from among the members of the project executive committee.

- A detailed Project Planning Report or equivalent capital request (see below) is required for all projects where the budget is anticipated to be greater than $3 million.

- An abridged Project Planning Report, addressing appropriate issues, will be required for projects where the budget is anticipated to be $3 million or less and where the services of an architect will be required.

- **PROJECT PLANNING REPORTS** (weblink), are prepared for all individual Capital Projects for which Project Committees are established.

- The Project Planning Report typically will specify all desired functional requirements and/or special facilities consistent with the academic priorities and requirements and will address:

    - the program to be accommodated in the space;
    - the project's conformity with the University's overall physical planning principles;
    - reference to the quality standards anticipated for the particular project;
    - the special needs of the Project, e.g. exceptionally durable materials, architecturally significant exterior components, unique landscaping elements, etc. which should be identified for costing purposes.

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- The Project Planning Report must include:
    - provisional estimates of the cost of the project (the project budget),
    - cost escalation,
    - the potential sources of funding,
    - the details of a projected cash flow analysis with respect to both revenues and expenditures,
    - the operating costs and sources of revenue to cover the operating costs, and
    - other key elements of the project including site and space.

B. PROJECT APPROVALS

The administration will establish a Capital Project and Space Allocation Committee (CaPS) and an Executive Committee to review all project proposals with a projected total project cost greater than $100,000 ~~before any expense is incurred~~ (weblink). The CaPS and its Executive Committee membership is intended, collectively, to have expertise in capital planning, construction, design, property and utilities management, finance and budget. To that end, it will include senior staff from the institutional offices responsible for the financing, planning, implementation and maintenance of facilities, as well as, the appropriate academic and divisional representation. The Vice President and Provost and the Vice President, University Operations will receive advice on Level 2 and Level 3 capital projects from the Executive Committee of CaPS.

All projects requiring short and long term financing

If a project will require financing as part of the funding, the project proposal must be considered by the Business Board.

Project Budget $3 million or less: (Approval Level 1)

- Authority to approve projects on the St. George campus, with a value less than $3 million and for all other applications that fall under the responsibility of the CaPS Committee is delegated to the CaPS Committee established by the Vice-President University Operations

- Authority to approve projects with a value less than $3 million on the UTM and UTSC campuses is delegated to the UTM Space Planning and Management Committee and the UTSC Campus Design and Development Committee established by the Principal and Vice-President of the respective campus.

Project Budget over $3 million and up to $10 million (Approval level 2)

- Capital projects over $3 million and up to $10 million will be considered by the Planning and Budget Committee for projects at the St. George campus and by the respective Campus Affairs Committees and Campus Councils for projects at University of Toronto Mississauga and University of Toronto Scarborough and recommended to the Academic Board for consideration. It is expected that such projects will be placed on the Board's consent agenda and be confirmed by the Executive Committee of the Governing Council. Execution of such projects is approved by the Business Board.~~If a project will require financing as part of the funding, the project proposal must considered by the Business Board.~~

Project Budget over $10 million ~~and all projects requiring short and long term financing~~ (Approval level 3)

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- Proposals for capital projects exceeding $10 ~~million must~~million must be considered by the appropriate Boards and Committees of Governing Council on the joint recommendation of the Vice President and Provost and the Vice President, University Operations. ~~–~~The Planning and Budget Committee will consider projects at the St. George campus and the respective Campus Affairs Committees and Campus Councils will consider projects at University of Toronto Mississauga and University of Toronto Scarborough and recommend them to the Academic Board for consideration. Normally, they will require approval of the Governing Council. Execution of such projects is approved by the Business Board.

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Project Budget Increases

- For projects requiring Level 3 approval, any budget increase exceeding the lesser of 10% or $3M of the original total project cost, and where funds are available, must be approved by the Business Board.

- Project budget increases required for projects receiving Level 1 and 2 approval must be approved by the same authority providing the original authorization. In a case where a budget increase pushes the project into the next approval level, and funds are available, the spending increase must be approved by the authority of that higher level.

Changes in Scope

- Irrespective of cost issues, a re-submission to the appropriate approval level is required where significant changes to a space program have been introduced.

C. PROJECT IMPLEMENTATION

The President will delegate responsibility for project implementation to the Vice President, University Operations or the Vice President UTM or UTSC (for Level 1 projects) as appropriate subject to the parameters established through the approval of the Project Planning Report and in consultation with the Project Committee, the Design Review Committee, (weblink) and other relevant bodies established from time to time.

The President is authorized to ensure that appropriate project management procedures are established to ensure proper implementation of approved capital projects. Such procedures must:

- Ensure that the interests of the University and of individual project users are taken into account in all projects.

- Ensure that design standards appropriate to the University are established, reviewed and updated regularly and provided to each Project Committee and to all architects and consultants engaged for any project.

- Ensure that each project which has an exterior design component or public area is reviewed from a design perspective by a committee established for this purpose (the Design Review Committee, weblink). In making this provision, the University seeks to obtain a level of advice commensurate with its desire to build in ways which provide outstanding examples of the work which the design profession can contribute to a university environment.

- Ensure that, in general, projects are completed on time and on budget.

- Ensure that any discrepancies that arise between the project as planned and the project as implementation progresses are resolved in a timely fashion.

- Ensure that procedures for the selection of architects, engineers, other professional services firms and contractors are established and that they comply with the University's procurement policy and with applicable legislation.

- Ensure that all regulatory requirements are met.

- Ensure that any project that is likely to exceed the approved budget has the increase approved by the appropriate level.

- Ensure that project status reports for all projects over $3 million are provided on a timely basis to project committees, to funding agencies and to the Business Board.

D. PROJECT COMPLETION

At the completion of a Capital Project, a Project Completion Report is required and submitted to the Business Board. The purpose of the report is to confirm that financial closure of the project has occurred and to identify any budget and schedule variances, positive or negative. (weblink).

UNIVERSITY OF TORONTO MISSISSAUGA

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

SEPTEMBER 11, 2013

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To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on September 11, 2013 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Ms Judith Poë, Chair
Professor Shay Fuchs, Vice-Chair
Professor Deep Saini, Vice-President & Principal
Professor Amy Mullin, Vice-Principal Academic and Dean
Professor Bryan Stewart, Vice-Principal, Research
Dr. Kelly Akers
Ms Laasya Annadevara
Mr. Hamza Ansari
Ms Melissa Berger
Professor Andreas Bendlin
Professor Tracey Bowen
Ms Diane Crocker, Registrar, UTM
Professor Jill Caskey
Professor Craig Chambers
Professor Philip Clark
Ms Sara da Silva
Ms Amrita Daniere, Vice-Dean, Graduate, UTM
Dr. Louis Florence
Mr. Simon Gilmartin
Ms Shelley Hawrychuk
Dr. Stuart Kamenetsky
Professor Yael Karshon
Professor Bernard Katz
Ms Pam King
Mr. Sheldon Leiba
Mr. Leonard Lyn
Professor Heather Miller
Ms Sue McGlashan
Professor Kent Moore
Professor Esteban Parra
Professor Kathy Pichora-Fuller
Dr. Christoph Richter
Professor Alison Syme
Professor Anthony Wensley
Dr. Maria Wesslen
Mr. Ian Whyte, UTM Chief Librarian
Dr. Kathleen Wong
Ms Edith Vig

Regrets:
Professor Varouj Aivazian
Professor Shyon Baumann
Professor Tenley Conway
Professor Charles Elkabas
Ms Sarah Elborno
Ms Sobia Khan
Dr. Mark Lippincott
Professor Peter Loewen
Professor Peter Macdonald
Professor Emmanuel Nikiema
Mr. Michael Paulin
Mr. Masood Samin
Professor Erik Schneiderhan
Professor Holger Syme
Professor Sasa Stefanovic
Professor David Francis Taylor
Professor Mihkel Tombak
Professor Shafique Virani
Professor Kathi Wilson

Non-Voting Assessors:
Prof. Ulli Krull, Vice-President, Special Initiatives
Mr. Mark Overton, Dean of Student Affairs

In Attendance:
Dr. Leigh Revers, Associate Director, Masters of Biotechnology

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 Academic Affairs Committee for 2013-14. The Chair introduced Professor Shay Fuchs, Vice-Chair of the Committee; Professor Saini, Vice-President and Principal, and the Committee's administrative assessors, Professors Amy Mullin, Vice-Principal Academic and Dean and Bryan Stewart, Vice-Principal Research. Also introduced were the Committee's non-voting assessors: Professor Ulli Krull, Vice-Principal Special Initiatives and Mr. Mark Overton, Dean of Student Affairs, and the secretariat, Ms. Cindy Ferencz Hammond and Ms. Mariam Ali.

2. Orientation

The Chair and Mr. Louis Charpentier, Secretary of the Governing Council gave an Orientation presentation, which included the following key points[1]:

- 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 for an academic program major modification, new undergraduate program and new graduate program.

Mr. Charpentier drew members' attention to the handout, *Quick Reference Guide to the Use of Cover Sheets*[2]. He explained that covers 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 responsibility of an Agenda planning group was to ascertain whether the documentation presented for an item provided an appropriate amount of information about the proposal in order for the body to consider the matter in a well-informed manner. This group also determined whether the matter has followed the appropriate administrative processes and whether the proposal complied with university policies. Agenda planning groups included the Chair, the Vice-Chair and the administrative assessors, and others as deemed appropriate, support from the secretariat.

[1] A copy of the Orientation Presentation is attached as Attachment A.
[2] A copy of the *Quick Reference Guide to the Use of Cover Sheets* is attached as Attachment B

The Chair invited Professor Amy Mullin, Vice-Principal Academic & Dean and Bryan Stewart, Vice-Principal Research to present an overview of the Campus and their respective roles as administrative assessors. Professor Mullin also invited Professor Krull, Vice-Principal Special Initiatives to provide an overview of his portfolio. The presentation gave an outline of senior administrative structures at UTM and administrative assessor priorities for the 2013-14 academic year.[3]

3. Calendar of Business, 2013-14*

The Chair referred members to their agenda packages for the Calendar of Business, and advised that the document would be updated online every Friday.

4. Academic Appeals Subcommittee Establishment

The Chair informed members that the Committee was responsible for the establishment of subcommittees to deal with matters within its purview, including academic appeals. The proposed Terms of Reference for the Academic Appeals Subcommittee were included in the agenda package.

Under UTM's previous governance structure, an Academic Appeals Board (AAB) reported to the Academic Affairs Committee of Erindale College Council. It was proposed that a similar structure and Terms of Reference of the AAB would be adopted for the Academic Appeals Subcommittee (AAS), which would be established as part of the new UTM governance structure. Proposed changes to the Terms of Reference had been made to allow for greater consistency with that of the Governing Council's Academic Appeals Committee and to clarify the composition of the Subcommittee.

Dr. Stuart Kamenetsky, Chair of the Academic Appeals Board for 2011-12 to 2012-13, spoke to the importance of the appeals committee as it allowed students to appeal the decisions of the Committee on Standing (COS), in person. He noted that members of the Appeals Board had been very committed to their service on that body and that they looked forward to the subcommittee's establishment so that it could meet and consider upcoming appeals in a timely fashion.

In response to a member's question, Dr. Kamenetsky conveyed that student members were appointed on the recommendation of the Chair and that the proposal for student representation had not changed from that of the Academic Appeals Board.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED

a) THAT the Academic Affairs Committee (AAC) establish an Academic Appeals Subcommittee with delegated authority from the AAC and reporting to the AAC, effective immediately; and

b) THAT the attached Terms of Reference of the Academic Appeals Subcommittee, be approved.

5. Institute of Communication, Culture and Information Technology Name Change

[3] A copy of the Assessor Presentation and the Assessor Handout is attached as Attachment C and D respectively.

The Chair informed members that the Committee was responsible for name changes in academic divisions and that recommendations for name changes were considered by the Academic Board and confirmed by the Executive Committee.

Professor Mullin advised members that the proposal was to change the name of the existing Institute of Communication, Culture and Information Technology (ICCIT), which was an Extra-Departmental Unit: A (EDU:A), to the Institute of Communication, Culture, Information and Technology. She explained that when the CCIT program was introduced in 2002, the term Information Technology had a broader definition but that over the years "Information Technology" had come largely to mean Computer Science or Computer Science-related fields. The Institute for Communication, Culture, Information and Technology was a more appropriate descriptor of the focus and strengths of the Institute.

Professor Anthony Wensley, Director, Institute of Communication, Culture, Information and Technology, added that the current name created expectations with employers in regard to students' understanding of computer science. The change was also being proposed in response to recommendations by alumni and current students, and would signal the increased linkages between and among the different Faculties.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

> THAT the name of the *Institute of Communication, Culture and Information Technology* be changed to the *Institute of Communication, Culture, Information **and** Technology*.

6. Master of Biotechnology new course and updating of admission requirements in the School of Graduate Studies Calendar

The Chair informed members that the Committee was responsible for major and minor modifications to existing programs. The Chair asked Professor Amrita Daniere, Vice-Dean Graduate to present the item. Professor Daniere advised that a new course was being proposed as part of the Masters of Biotechnology (MBiotech) program, BTC1860H Generations of Advanced Medicine: Biologics in Therapy (GAMBiT), and that the admission requirements in the School of Graduate Studies Calendar would be updated.

The Chair invited Dr. Leigh Revers, Associate Director, Masters of Biotechnology program to speak to the item. Dr. Revers advised members that he had joined the MBiotech program to share industry practice with academia and to assist in the development of the program to make courses more relevant to advances in the pharmaceutical field. He believed that the addition of the new course would be an exciting opportunity for University of Toronto.

Matters raised during the Committee's discussion included the following:

- Whether the proposed language was sufficiently specific about admission requirements;
- The importance of consistency with the terminology for such requirements used in the School of Graduate Studies (SGS) Calendar;
- That there were no resource implications because an elective course was being replaced by the new course at no additional cost;
- That no additional resources from the library would be required as the new course focused on publications from the last four years.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED

a) THAT the new MBiotech course, *Generations of Advanced Medicine: Biologics in Therapy (GAMBiT)* (BTC1860H), offered by the Institute for Management and Innovation (IMI), as described in the attached proposal be approved, effective immediately; and

6

On the advice of the Chair and following editorial suggestions by members, the second part of the motion related to minimum admission requirements was referred back to the administrative assessor for further consultation with both the MBiotech program and SGS. It was agreed that it would be resubmitted for the Committee's consideration at a later date.

CONSENT AGENDA

The Chair explained to members that certain routine items were placed on a "consent" agenda in order to allow greater time for the Board to focus its discussion on more substantive matters. Unless questions or requests to place any of the consent items on the regular agenda were submitted to the Secretary 24 hours before a meeting, the items would normally be handled without presentation or discussion.

On motion duly moved, seconded, and carried

YOUR BOARD APPROVED

THAT the consent agenda be adopted and the item be approved.

7. Master of Biotechnology Course Name Change

YOUR COMMITTEE APPROVED

a) THAT a change in the MBiotech course name from *Biotechnology & Corporations* (BTC1810H) to *Biotechnology & Ventures*, as described in the attached proposal be approved, effective immediately.

8. Date of Next Meeting – Wednesday, November 13, 2013, 4:10 p.m.

The Chair reminded members that the next meeting of the Committee was scheduled for Wednesday, November 13, 2013 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

9. Other Business

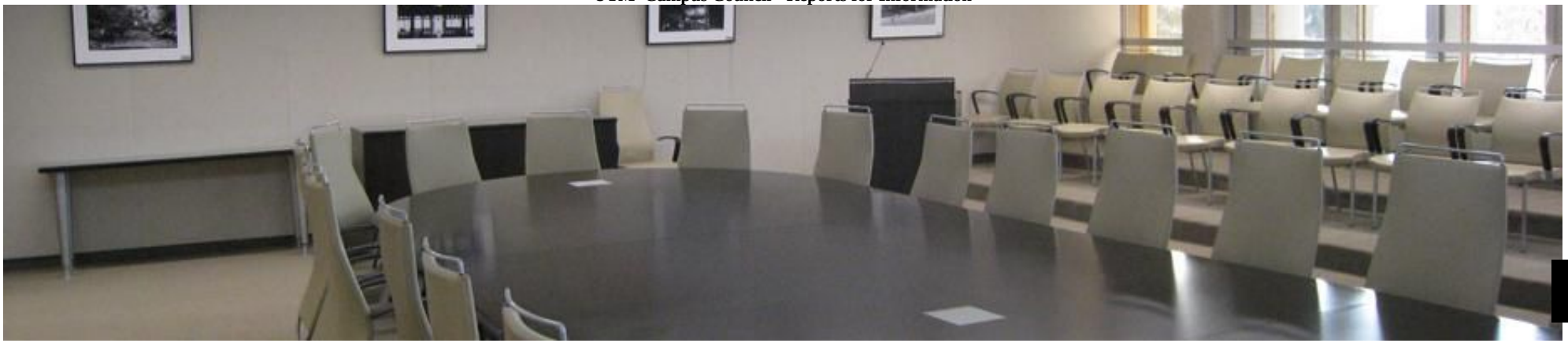
Professor Saini noted that the first meeting of the new AAC represented a moment of historical significance and a special moment in the evolution of UTM. He thanked the large number of individuals involved in the planning and implementation of the new governance model. He also thanked all members of the Academic 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 AAC meeting.

The meeting adjourned at 6:00 p.m.

_____ _____

Secretary Chair
September 16, 2013



University of Toronto Mississauga Academic Affairs Committee Orientation

September 11, 2013

UNIVERSITY OF TORONTO MISSISSAUGA

Burning Question ??

UNIVERSITY OF TORONTO MISSISSAUGA

The Origin of the Campus Council and its Standing Committees

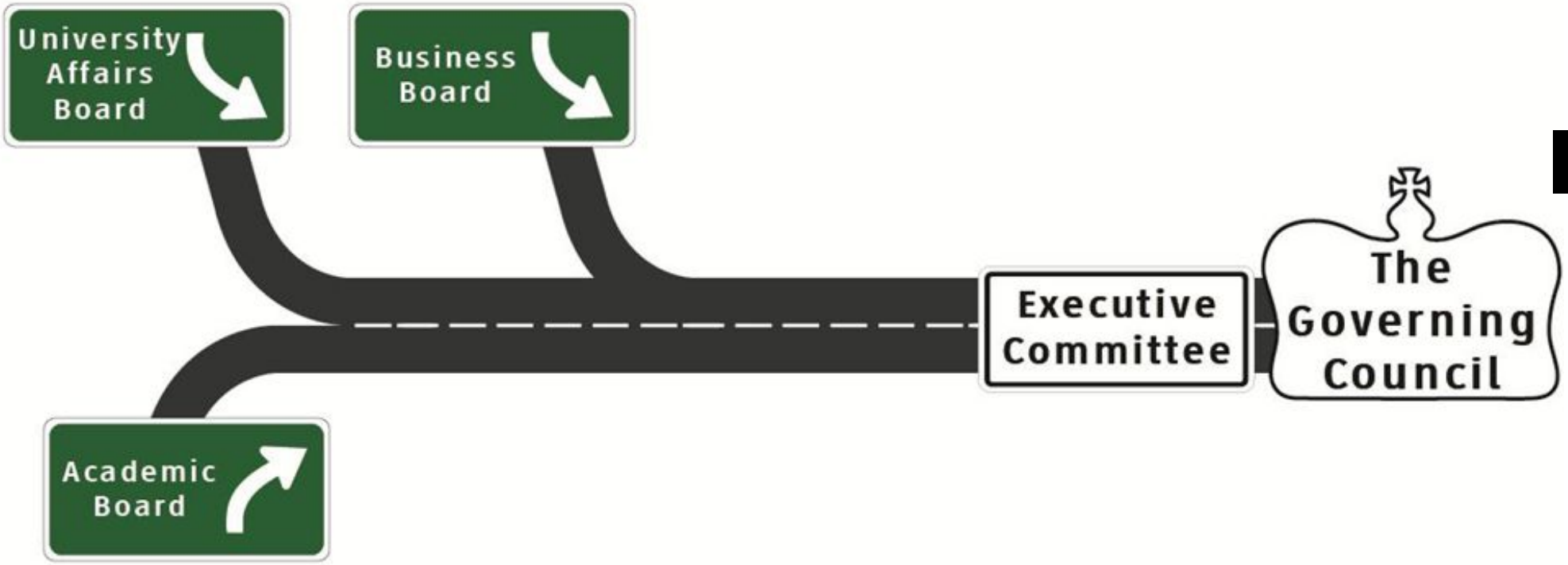
- Task Force on Governance, Phase One:
  - Representation of the five key estates should be preserved.
  - Essential role of governance is to provide guidance on long-term strategic directions and to provide oversight of management, not to duplicate that of the administration.
  - Governance must address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

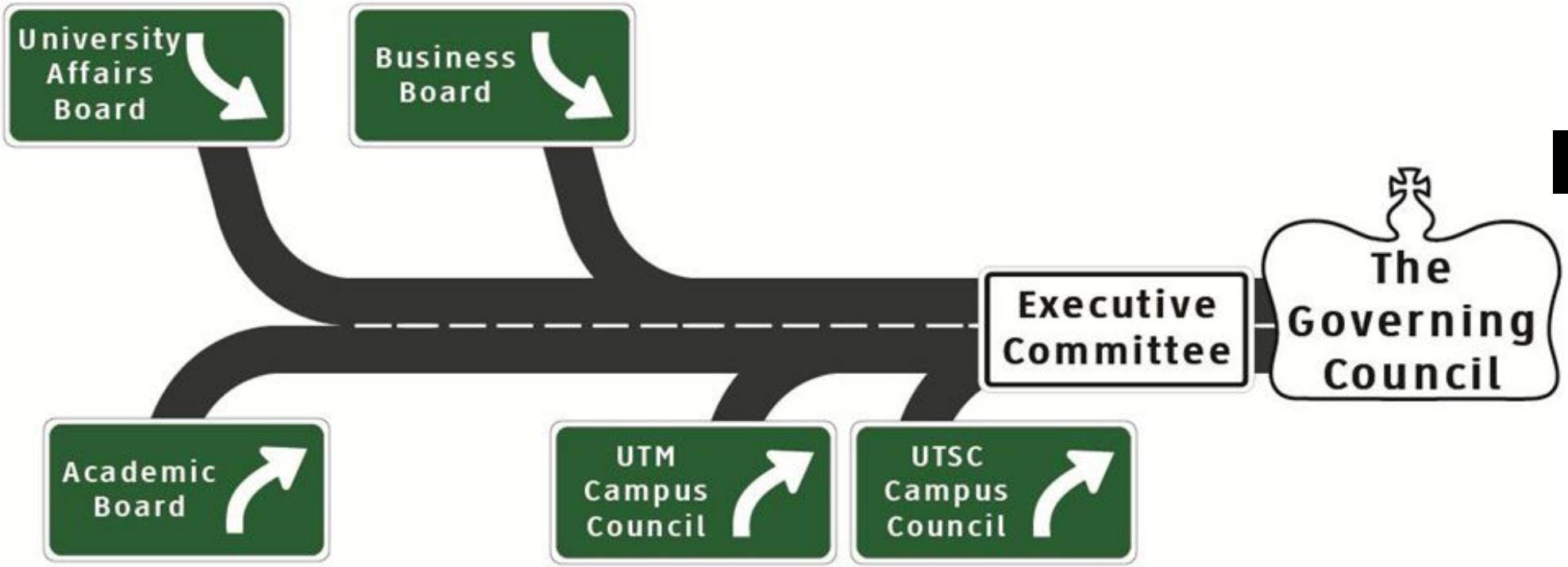
The Origin of the Campus Council and its Standing Committees

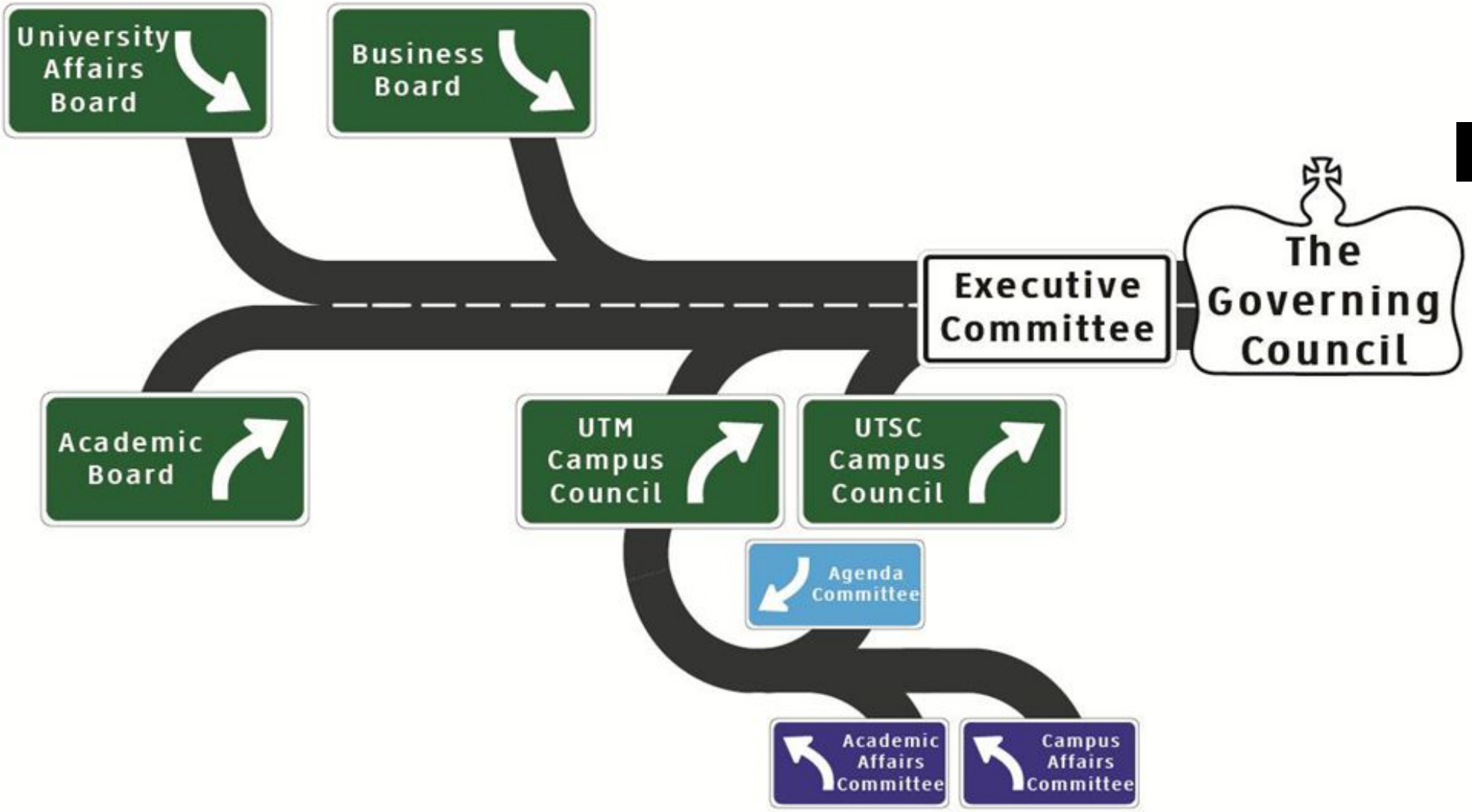
- Task Force on Governance, Phase Two
  - Recommended the establishment of campus affairs committees for each of the three campuses to focus on campus, staff and student life matters specific to those campuses.
- Working Group on Tri-Campus Matters
  - Processes developed for the UTM and UTSC campuses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

The Origin of the Campus Council and its Standing Committees

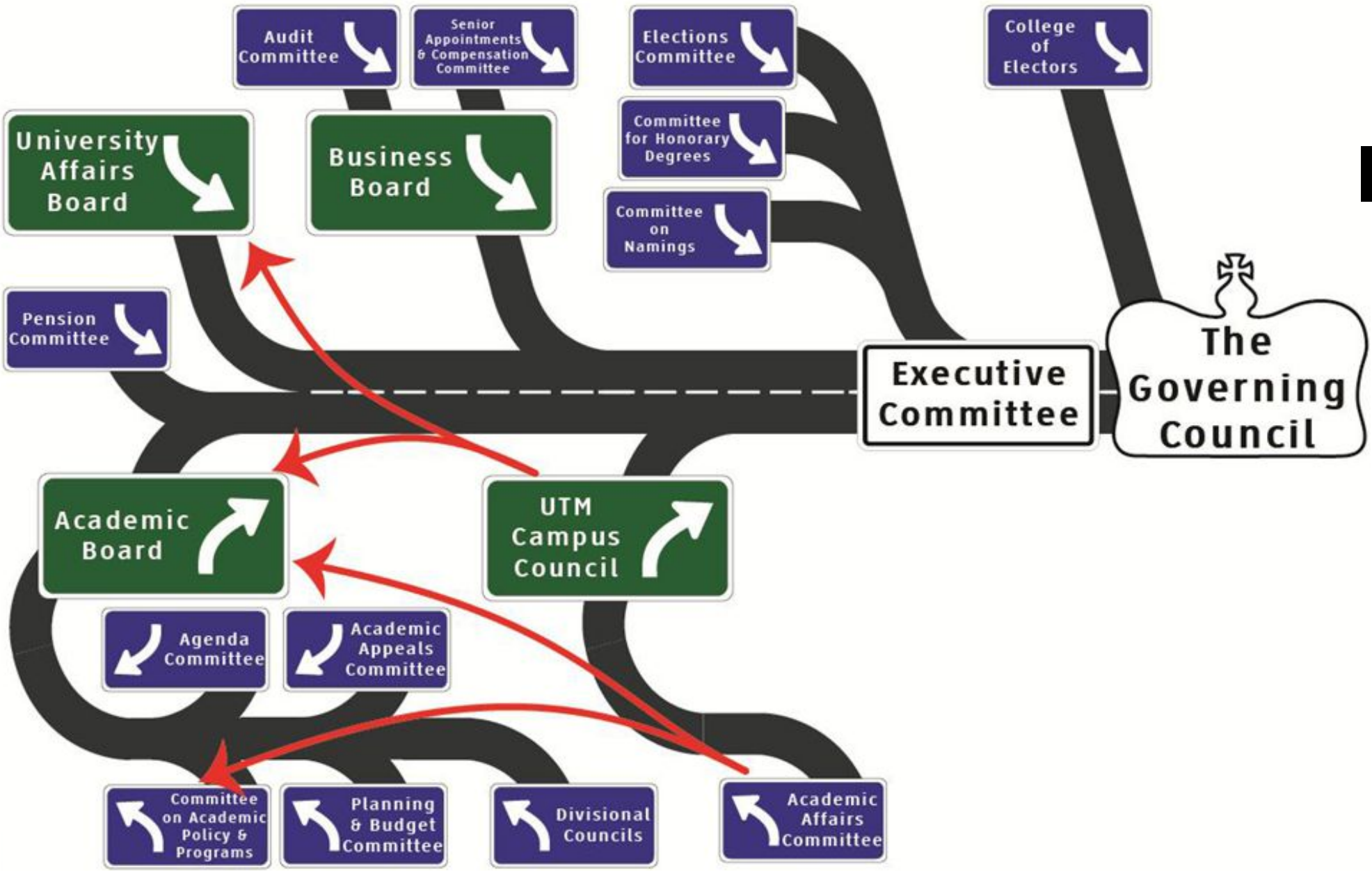
- Campus Councils: comparable to the Boards of Governing Council and comprise representatives of the five estates.
- Academic Affairs Committees: relatively large reflecting the structure of Academic Board.
- Campus Affairs Committees: include a majority of members from the internal community.
- Agenda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

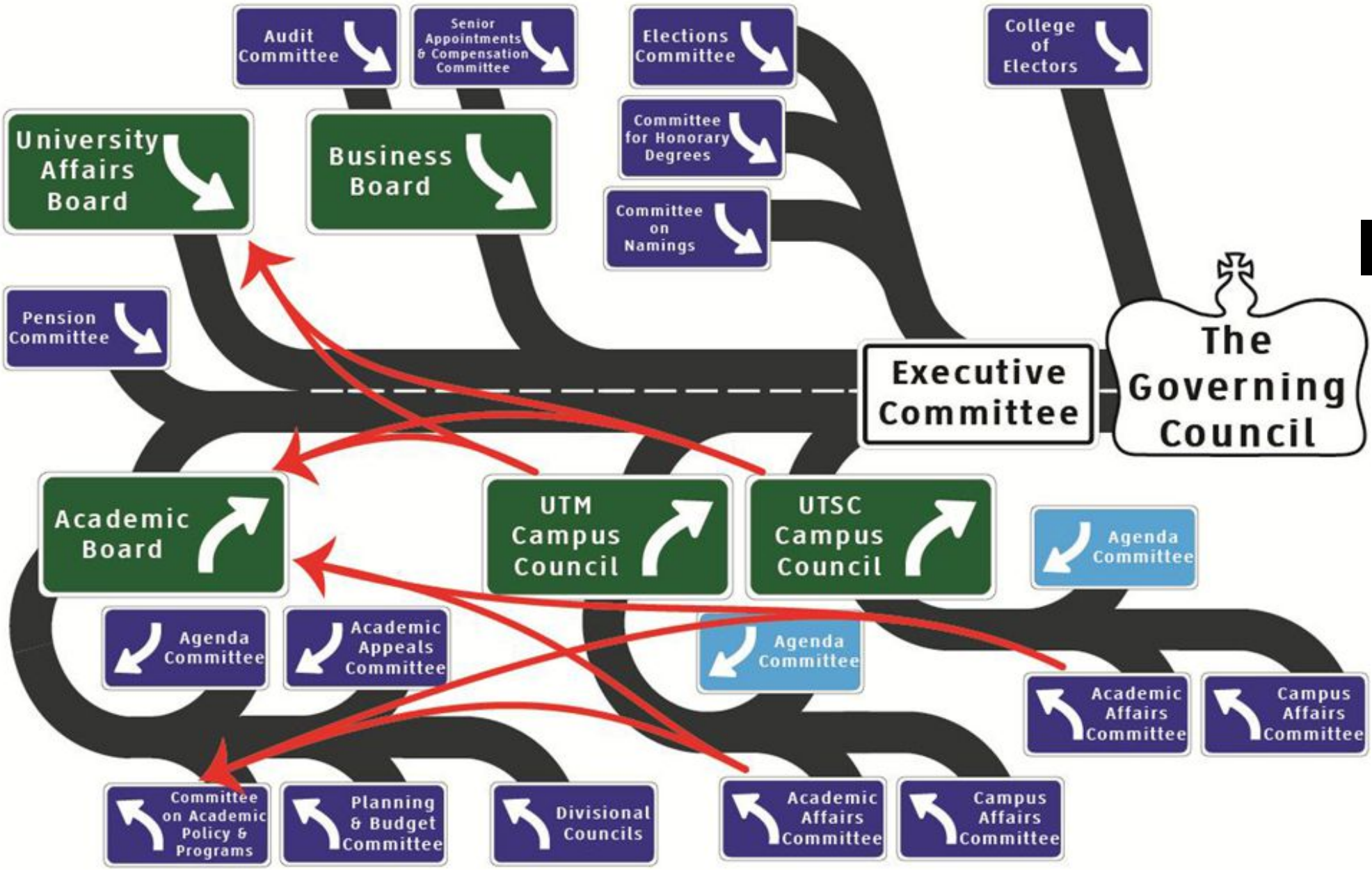

University Affairs Board
Business Board
Academic Board
Executive Committee
The Governing Council


University Affairs Board
Business Board
Executive Committee
The Governing Council
Academic Board
UTM Campus Council
UTSC Campus Council



UNIVERSITY OF TORONTO MISSISSAUGA


Audit Committee
Senior Appointments & Compensation Committee
Elections Committee
College of Electors
University Affairs Board
Business Board
Committee for Honorary Degrees
Committee on Namings
Pension Committee
Executive Committee
The Governing Council
Academic Board
UTM Campus Council
Agenda Committee
Academic Appeals Committee
Committee on Academic Policy & Programs
Planning & Budget Committee
Divisional Councils
Academic Affairs Committee



UNIVERSITY OF TORONTO MISSISSAUGA

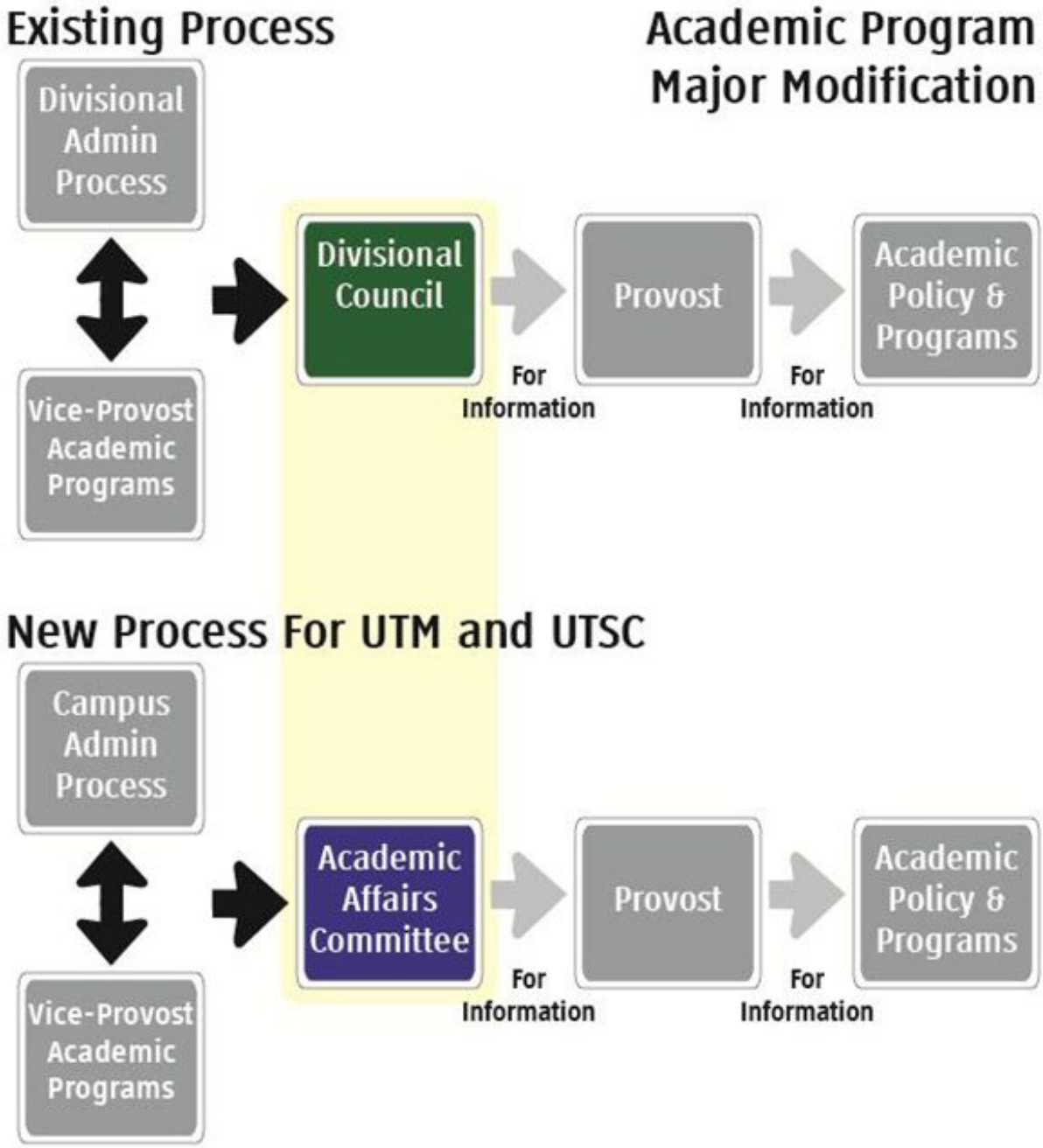
What are the Terms of Reference of the AAC?

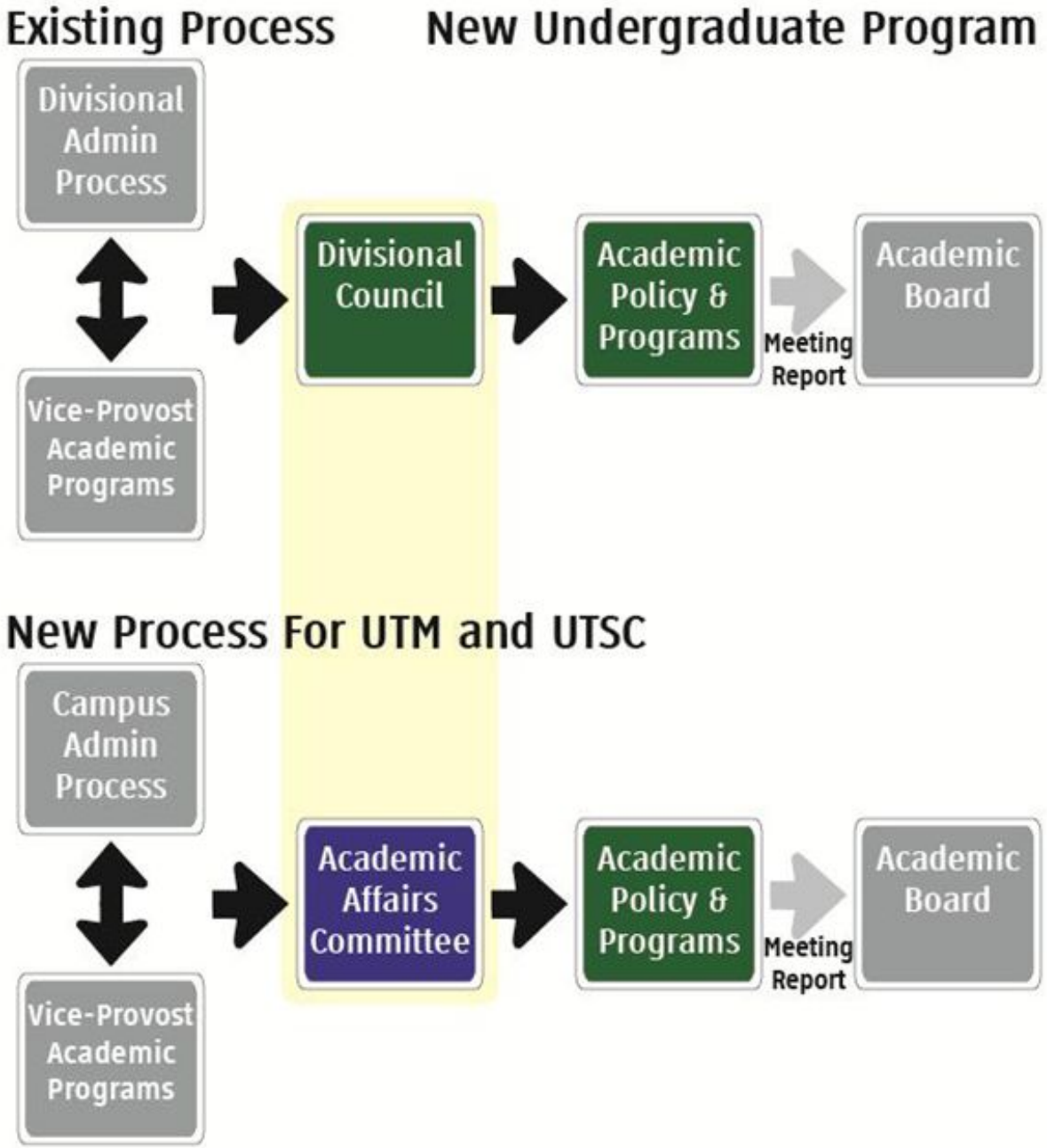
- Consider all matters affecting the teaching, learning and research functions of the Campus.
- Recommend for approval, to the appropriate body of the Governing Council, new and revised academic programs, policies and practices.

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

- Committee 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.


Existing Process
Academic Program
Major Modification
Divisional Admin Process
Vice-Provost Academic Programs
Divisional Council
For Information
Provost
For Information
Academic Policy & Programs
New Process For UTM and UTSC
Campus Admin Process
Vice-Provost Academic Programs
Academic Affairs Committee
For Information
Provost
For Information
Academic Policy & Programs


Existing Process
New Undergraduate Program
Divisional Admin Process
Vice-Provost Academic Programs
Divisional Council
Academic Policy & Programs
Meeting Report
Academic Board
New Process For UTM and UTSC
Campus Admin Process
Vice-Provost Academic Programs
Academic Affairs Committee
Academic Policy & Programs
Meeting Report
Academic Board

Existing Process

New Graduate Program

New Process For UTM and UTSC

How is Business Brought to the AAC?

- "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.

How is the AAC Agenda Set?

- Agenda planning is the “hand-off” from the administration to governance.

- Setting the agenda is the responsibility of the Chair who is advised by the Vice-Chair, the assessors and others as is deemed appropriate.

What is a 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.

What is the Distinction between Administration and Governance?

- Administration manages the University.
- Governance is a receiver of proposals and reports from the administration.
- Governance provides oversight of administrative initiatives
  - Approve (possibly, albeit rarely, with amendment)
  - Reject
  - Refer Back
- Function of governance is to sustain and advance the University's mission.

What are the Responsibilities of AAC Members?

- Principles and Expectations
  - Represent the perspective of your constituency in debate but, in the end, act in the best interests of the institution as a whole.
  - Read meeting documentation in advance to facilitate informed participation. Read beyond the Cover Sheets.
  - When possible alert assessors to substantive questions to be asked at the meeting.
  - Act ethically and in good faith; declare all conflicts of interest.

Conduct of Meetings

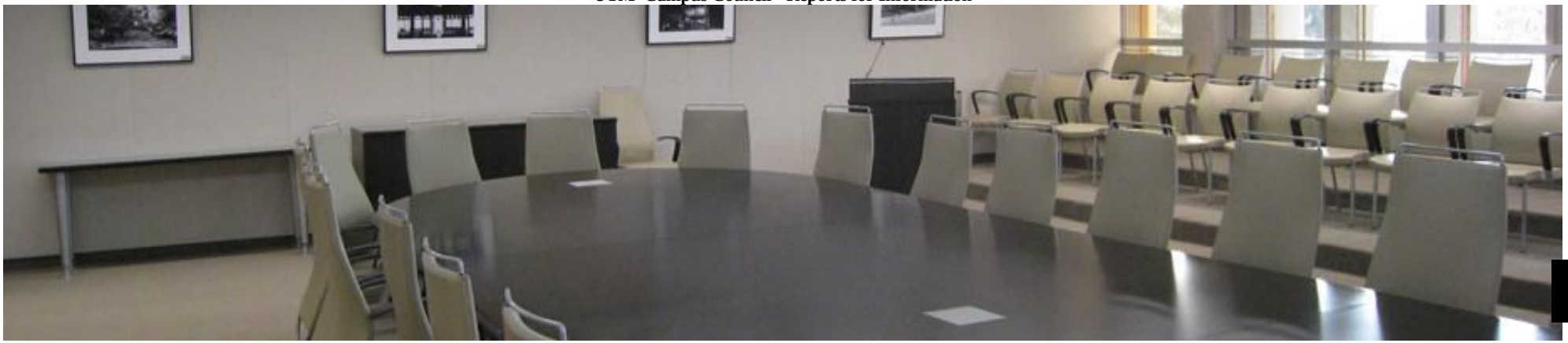
- The Governing Council and its Boards and Committees use a modified version of Bourinot's Rules of Order which are included in the Governing Council's By-Law Number 2.
  - Meetings are normally open.
  - Members may speak once in a debate for up to 5 minutes.
  - Only members and voting assessors may participate in debate and vote.
  - Non-members who wish to speak must request to do so in advance of the meeting.

What Business Will Be Brought to the AAC This Year?

- The Calendar of Business is an overview of all anticipated business to be transacted in the year.

- New items will be added as they arise from the administration.

- The Calendar of Business will be updated every Friday.



Questions

UNIVERSITY OF TORONTO MISSISSAUGA

A Quick Reference Guide to the Use of Governing Council Cover Sheets

Cover documentation prepared for agenda items enable members of governance bodies to focus on the major elements of proposals and reports, and provide guidance with respect to the responsibilities of governance for items of business. Detailed information is also provided on proposals and reports presented. **Cover sheets are a key component of the documentation of every item of business brought before governance.** This guide is designed to assist members of governance bodies in the use of cover sheets.

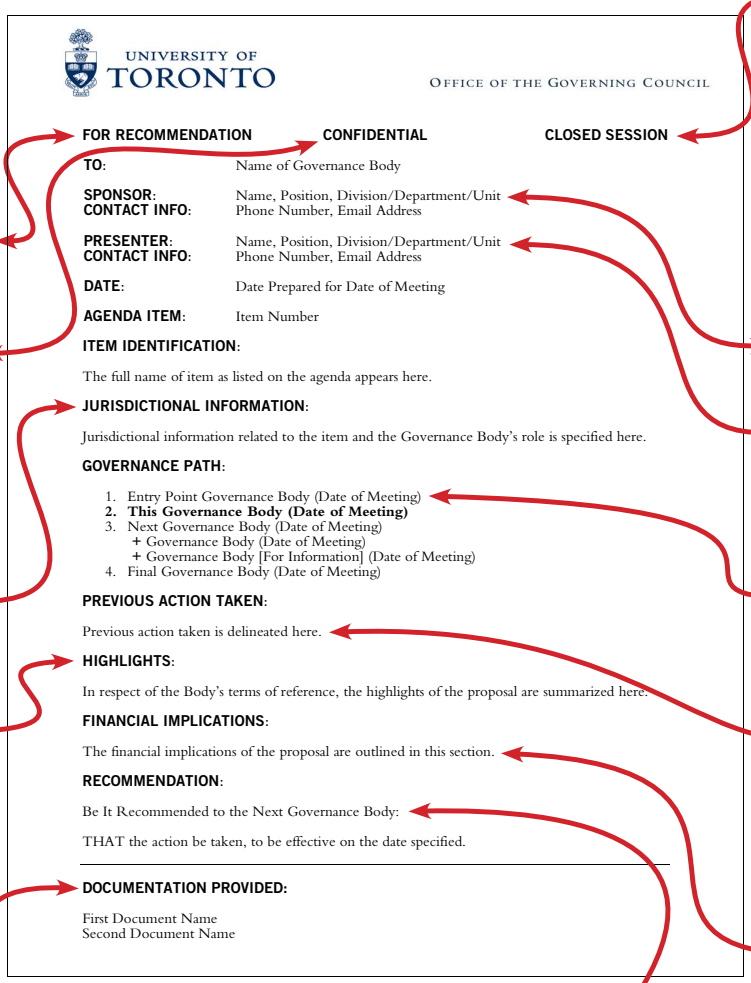
The action to be taken by the body is specified here: "FOR APPROVAL," "FOR RECOMMENDATION," "FOR INFORMATION" or "FOR DISCUSSION." Also see the Recommendation section.

If an item is confidential, it is indicated here. Confidential items must not be discussed with anyone who is not a member of the governance body unless and until the items are made public at a later date, unless otherwise directed. Sometimes confidential material is provided at a meeting rather than in advance. On these occasions, time is provided for members to review the material before it is discussed. Some *in camera* items remain part of the *in camera* record. Other *in camera* items become part of the public record at a later date.

Drawing directly from the terms of reference, the item's relationship to the body's specific responsibility is delineated here. This section provides guidance to members in order to focus on the body's authority and role.

In reference to the governance body's specific responsibility, an overview of the item is provided in this section. Members may find the information in this section helpful in facilitating a focused discussion that is relevant to the body's authority. Contextual information regarding matters beyond the scope of responsibility of the body is normally included. Information about the manner in which the item fits within a divisional plan and/or the University's overall mission is described here. When no previous action in governance has been taken, relevant background is provided here. A description of administrative consultation activities is also included (e.g., town hall meetings, preliminary discussions for advice, consultation meetings with student organizations, etc.).

NEW FOR 2013-14: A list of the documents provided to members for consideration of the item is provided here.



UNIVERSITY OF TORONTO — OFFICE OF THE GOVERNING COUNCIL

FOR RECOMMENDATION **CONFIDENTIAL** **CLOSED SESSION**

TO: Name of Governance Body

SPONSOR: / **CONTACT INFO:** Name, Position, Division/Department/Unit / Phone Number, Email Address

PRESENTER: / **CONTACT INFO:** Name, Position, Division/Department/Unit / 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

The action recommended to the body is specified here. When an item is recommended for approval to another body, the recommendation will be stated as such. Only where the governance body is the final step in the approval path will there be a recommendation for approval. If an item is presented for information, it is noted as such.

The manner in which the item will be considered is specifed here: "OPEN SESSION" (meeting is open to the public; material normally published in Boardbooks **and** on the website); "CLOSED SESSION" (meeting is restricted to members, members of the Governing Council, members of the body to which the committee reports and other individuals whose presence is considered necessary to facilitate its work; material normally published in Boardbooks and, depending on the body and/or item, on the website); "*IN CAMERA*" (meeting is restricted to members of the body, staff from the Office of the Governing Council, and other individuals whose presence is considered to be necessary to facilitate its work; material, if any, normally published only in Boardbooks or distributed at the meeting).

The sponsor of an item, normally the senior assessor of the body, along with his or her contact information is listed here.

NEW FOR 2013-14: If the business is presented by a person other than the sponsor, he or she is listed here. For example, at an entry point body, the presenter may be a non-voting assessor or another member of the administration. At a higher level, it may be the chair of the body which made the recommendation that the item be considered.

NEW FOR 2013-14: The item's complete path through institutional governance is provided here. All bodies where the item is considered for approval are listed. Steps where the item is presented for information are listed as such.

Previous action taken in governance is outlined here (e.g., previous revisions to a policy or approvals of operating plans in the previous year). Relevant action taken in the current year, along with decisions and dates, at the divisional level and in other bodies is summarized. A description of consultation activities that have occurred in governance is included (e.g., previous reports, consultation or information sessions with bodies).

An overview of both the divisional and institutional budgetary and financial implications of the item are outlined in this section in order to provide greater context for members. Financial implications are normally first indicated in the Highlights section.

v. 1.0 - 2013-09-03

6

UNIVERSITY OF TORONTO MISSISSAUGA

Campus Snapshot

Academic Affairs Committee
Inaugural Meeting: September 11, 2013

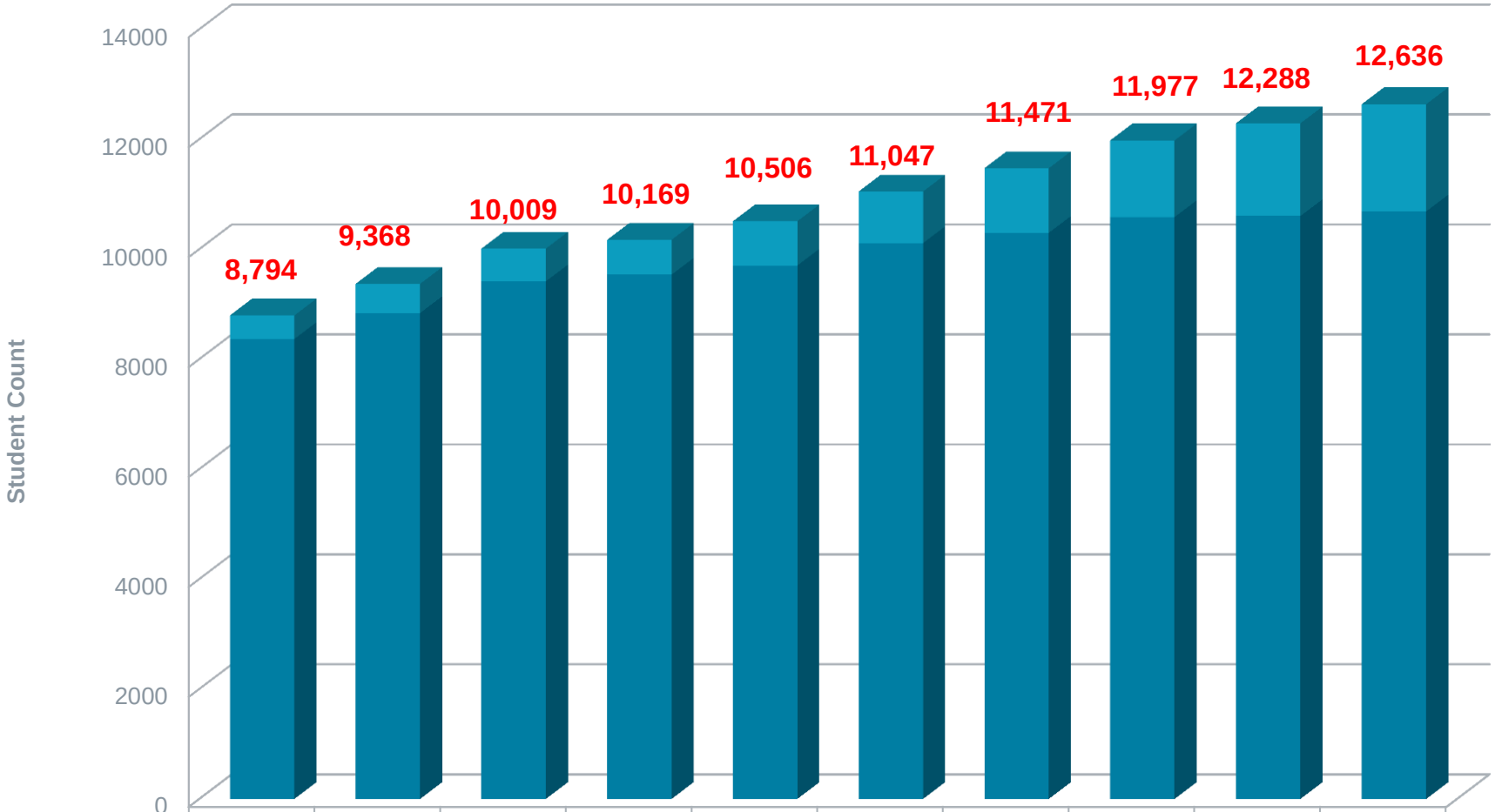
6

INGENUITY INNOVATION
LEADERSHIP FORESIGHT
VISION
BOUNDLESS

UNIVERSITY OF TORONTO MISSISSAUGA

BOUNDLESS

TOTAL HEAD COUNT (INTERNATIONAL & DOMESTIC) 2004-2013



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
International	429	531	596	635	805	938	1175	1395	1687	1950
Domestic	8365	8837	9413	9534	9701	10109	10296	10582	10601	10686

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

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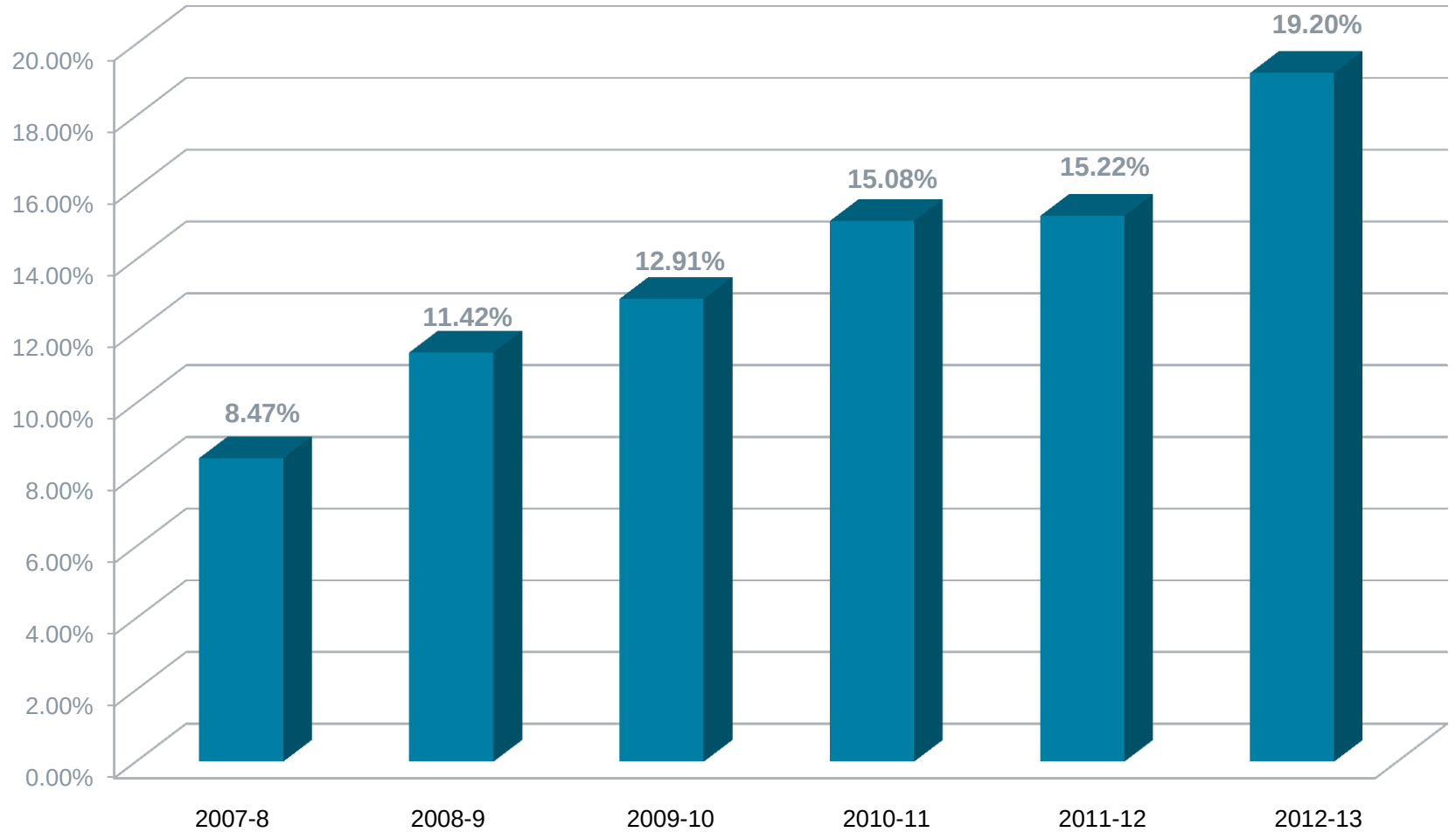
INTERNATIONAL STUDENT NEW INTAKE AT UTM 2007-2012



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UNIVERSITY OF TORONTO MISSISSAUGA

BOUNDLESS

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

U OF TORONTO IS RANKED FIRST IN CANADA FOR ITS RESEARCH - UTM IS A VITAL PART OF THAT SUCCESS

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5

RESEARCH AT UTM

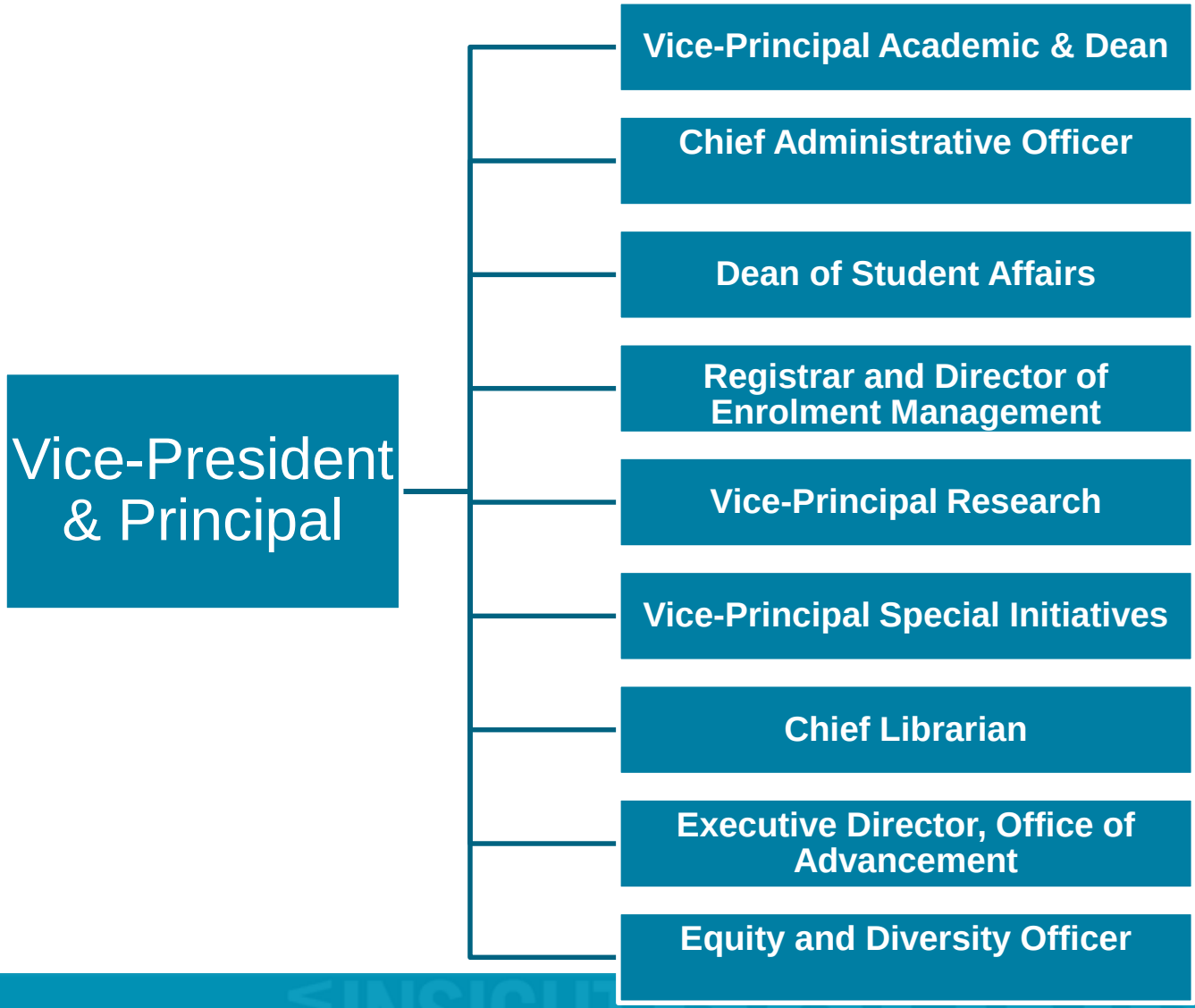
6

$200,000 A WEEK IN RESEARCH

600 RESEARCH PROJECTS

$10 MILLION IN EXTERNAL GRANTS

Senior Administrative Structure



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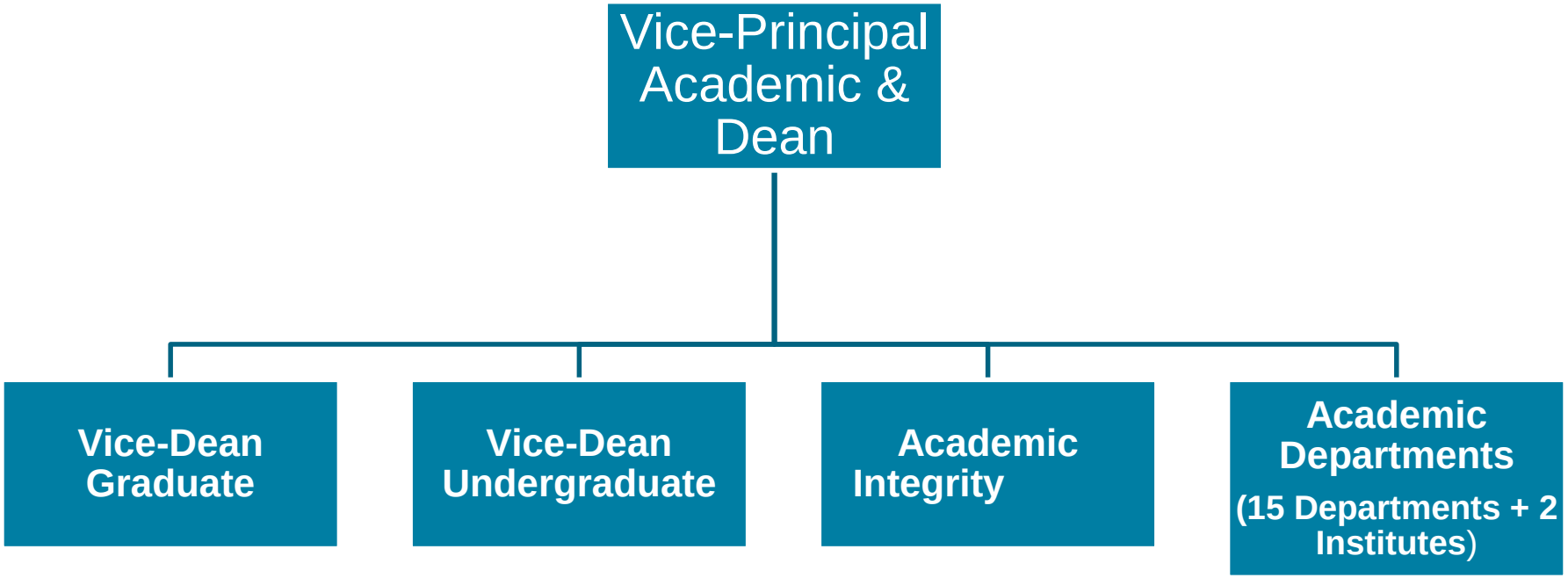
ADMINISTRATIVE STRUCTURE: OFFICE OF THE DEAN



ACADEMIC PLAN VISION OF THE VPA

UTM Academic Plan developed consultatively and approved in the fall of 2012

Information about the plan and the complete text is available at: http://www.utm.utoronto.ca/academic-planning/home

Overall goal – maintaining and improving quality of teaching and research, vigilant review of existing programs, development of new courses and programs to meet student interest and community needs, investment in new faculty to enhance teaching and research

PORTFOLIOS OF ADMINISTRATIVE ASSESSORS TO AAC

6

DEAN AND VICE PRINICPAL ACADEMIC

VICE PRINCIPAL RESEARCH

VICE PRINCIPAL SPECIAL INITIATIVES

UNIVERSITY OF TORONTO MISSISSAUGA

OFFICE OF THE CAMPUS COUNCIL

ADMINISTRATIVE ASSESSORS: SUMMARY OF RESPONSIBILITIES AND HIGHLIGHTS FOR 2013-14

ACADEMIC 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, the development of a new centre to support research and teaching in the area of professional accounting.
- The Office of the Dean will also sponsor a name change for an academic unit, development of a certificate within our Institute for Management and Innovation, minor curricular changes at both the graduate and undergraduate levels, and discussion of strategic topics such as our plans with respect to international students, collaboration with the Faculty of Applied Science and Engineering, external reviews of the academic quality of our programs and academic units, and assessment of our progress with respect to our campus wide academic plan.

Prof. Bryan Stewart, Vice-Principal, Research (VPR)

- Broadly responsible to promote, enhance, and facilitate research and scholarly activity at UTM. The VPR aims to inspire a strong sense of shared research vision within the UTM research community and he/she represents and promotes UTM research locally, nationally, and internationally.
- Works closely with the Vice-President and Principal, UTM and the senior administrative team to develop strategic research plans and direction for the campus;
- Interacts with the Vice-Principal, Academic and Dean on matters of research that are integral to the academic mission of UTM.
- Since research activity cuts across undergraduate and graduate programs, involves postdoctoral fellows, research associates, and faculty, and in many cases requires significant research infrastructure and finances, the VPR interacts closely with the administrative teams associated with each of these groups.

- Coordinates with the Vice-President, Research & Innovation of the university and with the Vice-Principal Research, UTSC to ensure the alignment of strategic research activities within the wider University of Toronto context.
- Work closely with the Division of Research and Innovation and its offices, on matters relating to research services, innovation & partnerships, research compliance & oversight, and research ethics.
- Collaborates with Departmental Chairs and faculty on long-term research plans and initiatives, and on the development of research funding opportunities.

Prof. Ulrich Krull, Vice-Principal, Special Initiatives (VPSP)

- On behalf of the Vice-President and Principal (VP&P), oversees major new initiatives of UTM-wide scope and significance ("major projects"), as determined from time to time by the UTM's senior administration. Examples include the development of: the *Institute for Management and Innovation*; academic programs at UTM in partnership with the Faculty of Applied Science and Engineering; a new laboratory science building; integration of UTM activities with the local health sciences community.
- Working with the Vice-Principal Academic & Dean, engages with appropriate academic units at UTM, and when necessary, across the University's tri-campus system, to develop and execute inter-disciplinary initiatives comprising the major projects.
- Works collaboratively with the VP&P and members of UTM's senior administration ("Principal's Table") to engage external stakeholders in the public and private sectors to forge alliances and partnerships as required for the success of the major projects.
- Works closely with the VP&P, Vice-Principal Academic & Dean, the Chief Administrative Officer, and others to help develop financing and business plans for the major projects.
- Participates, with the VP&P and the Executive Director of Advancement, in developing external-funding proposals to philanthropists, agencies, foundations, and governments for selected projects.
- Represents the interests of the University of Toronto Mississauga at selected external organizations such as the Research Innovation Commercialization Centre, Advantage Mississauga, and the Healthy City Stewardship Centre, as well as internal committees.
- As a member of the Principal's Table, participates in the day-to-day administration of the University of Toronto Mississauga.

UNIVERSITY OF TORONTO MISSISSAUGA

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

SEPTEMBER 9, 2013

6

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 points[1]:

- 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.

[1] A 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

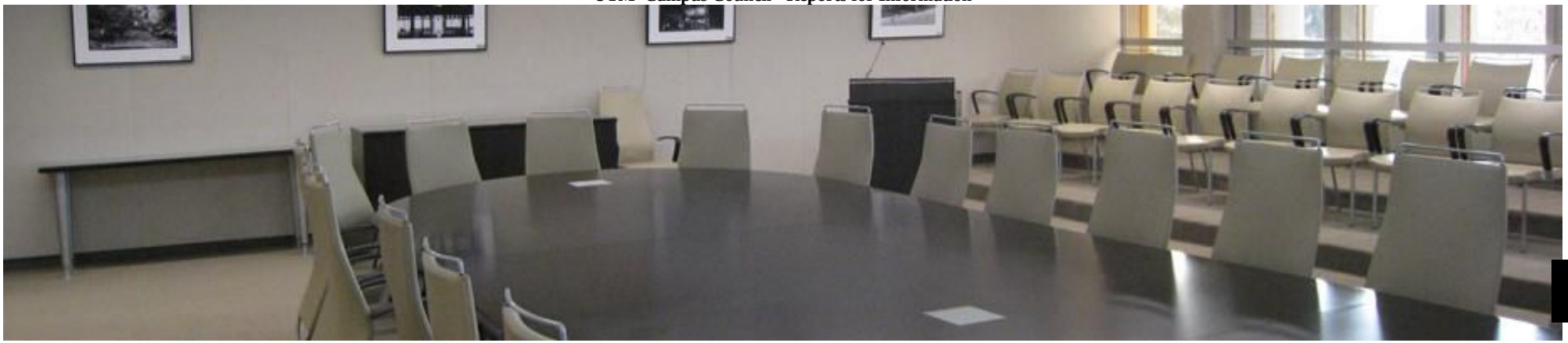
Professor Saini, Vice-President & Principal noted that this meeting represented a moment of historical significance in the evolution of UTM. He thanked the large number of individuals involved in the planning and implementation of the new governance model. He also thanked all members of the Campus Affairs 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 Chair
September 16, 2013



University of Toronto Mississauga Campus Affairs Committee Orientation

September 9, 2013

UNIVERSITY OF TORONTO

OFFICE OF THE GOVERNING COUNCIL

The Origin of the Campus Council and its Standing Committees

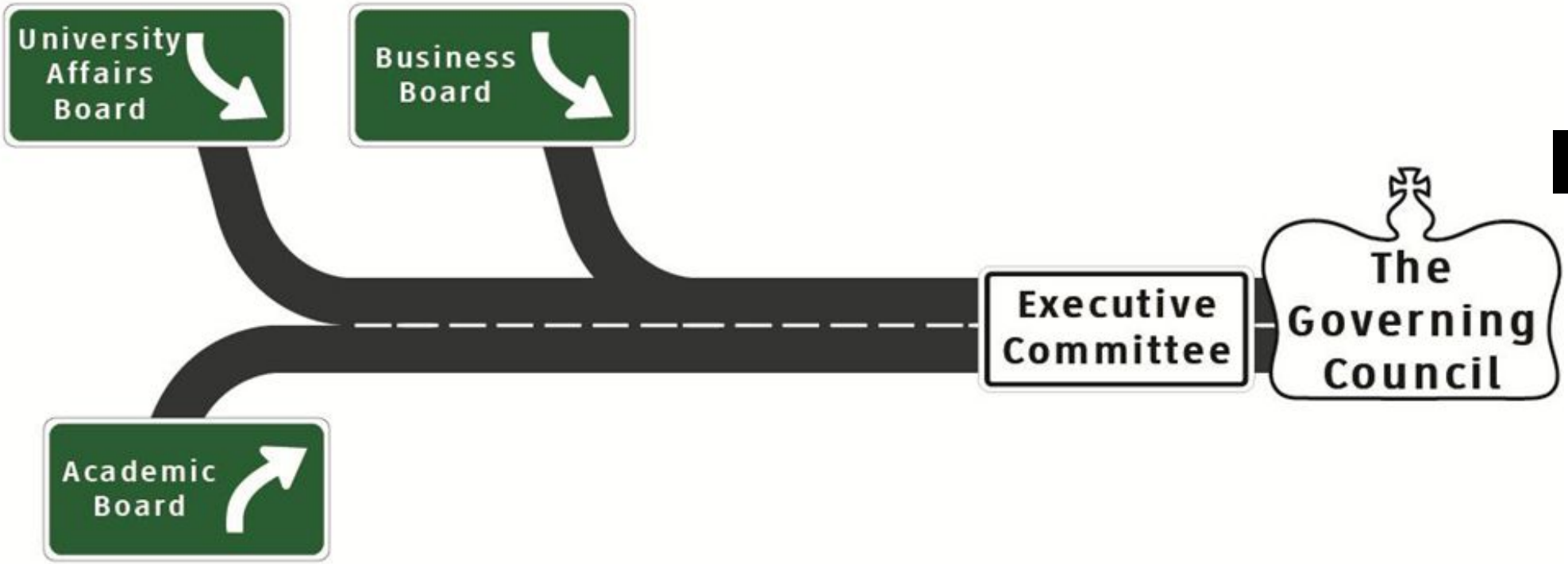
- Task Force on Governance, Phase One:
  - Representation of the five key estates should be preserved.
  - Essential role of governance is to provide guidance on long-term strategic directions and to provide oversight of management, not to duplicate that of the administration.
  - Governance must address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

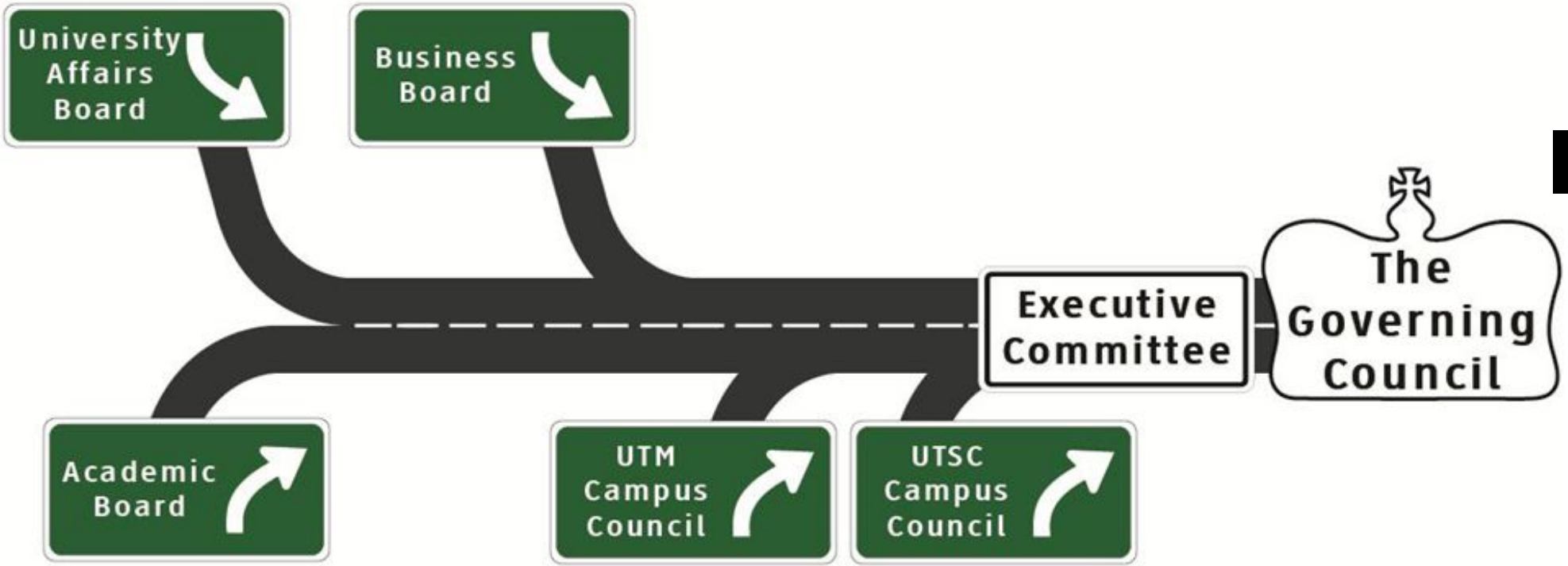
The Origin of the Campus Council and its Standing Committees

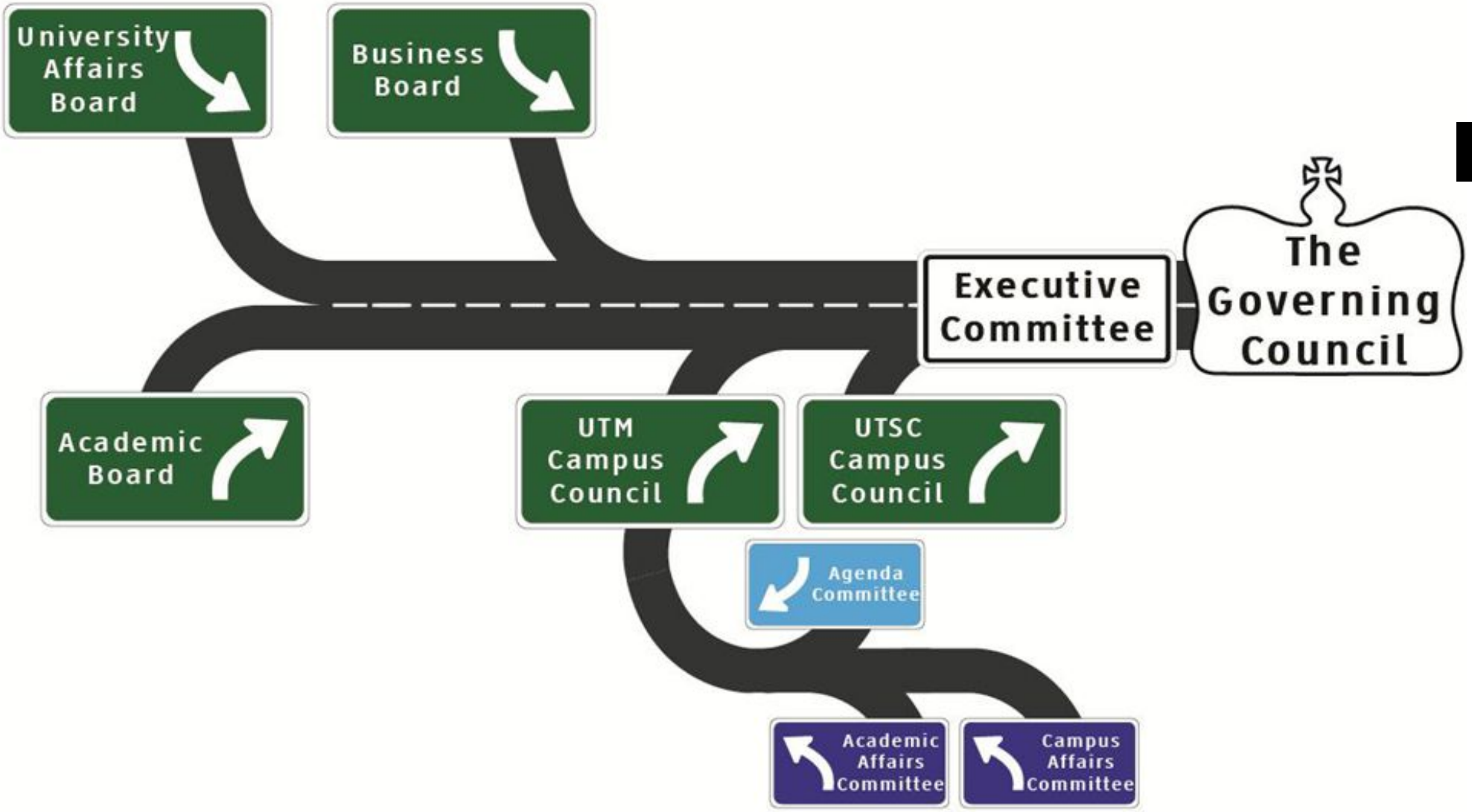
- Task Force on Governance, Phase Two
  - Recommended the establishment of campus affairs committees for each of the three campuses to focus on campus, staff and student life matters specific to those campuses.
- Working Group on Tri-Campus Matters
  - Processes developed for the UTM and UTSC campuses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

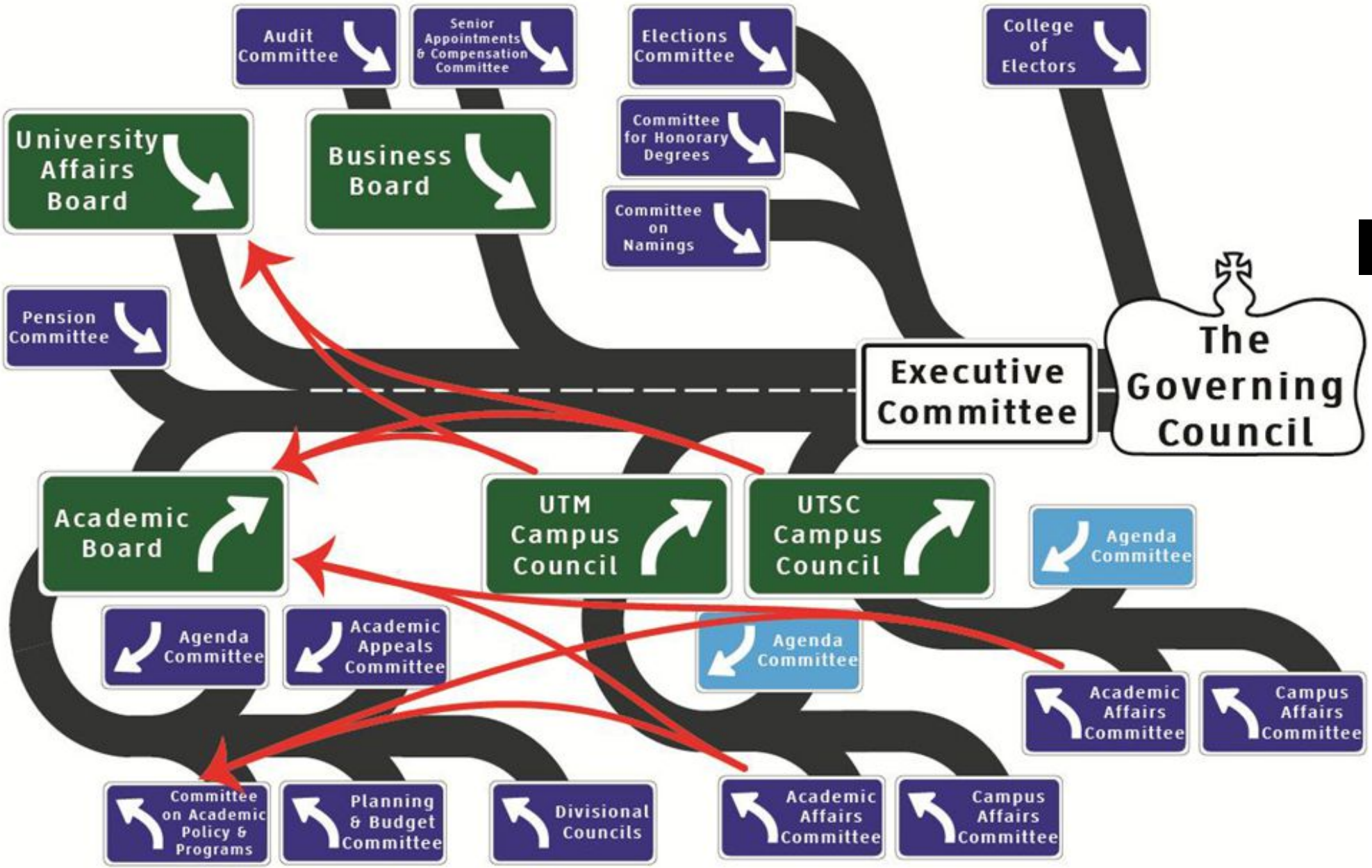
The Origin of the Campus Council and its Standing Committees

- **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.


University Affairs Board
Business Board
Academic Board
Executive Committee
The Governing Council


University Affairs Board
Business Board
Executive Committee
The Governing Council
Academic Board
UTM Campus Council
UTSC Campus Council


University Affairs Board
Business Board
Executive Committee
The Governing Council
Academic Board
UTM Campus Council
UTSC Campus Council
Agenda Committee
Academic Affairs Committee
Campus Affairs Committee



UNIVERSITY OF TORONTO

OFFICE OF THE GOVERNING COUNCIL

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.

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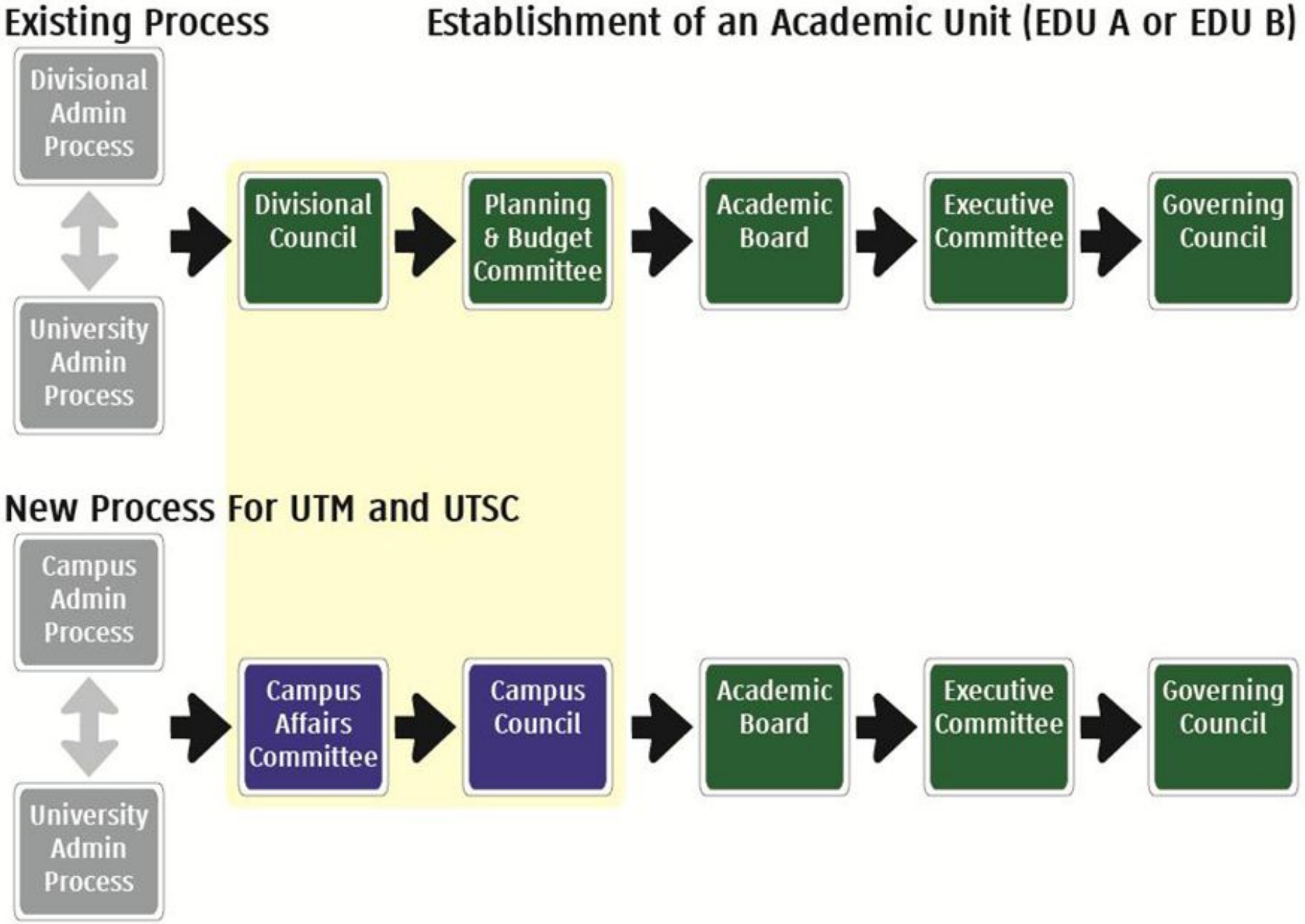
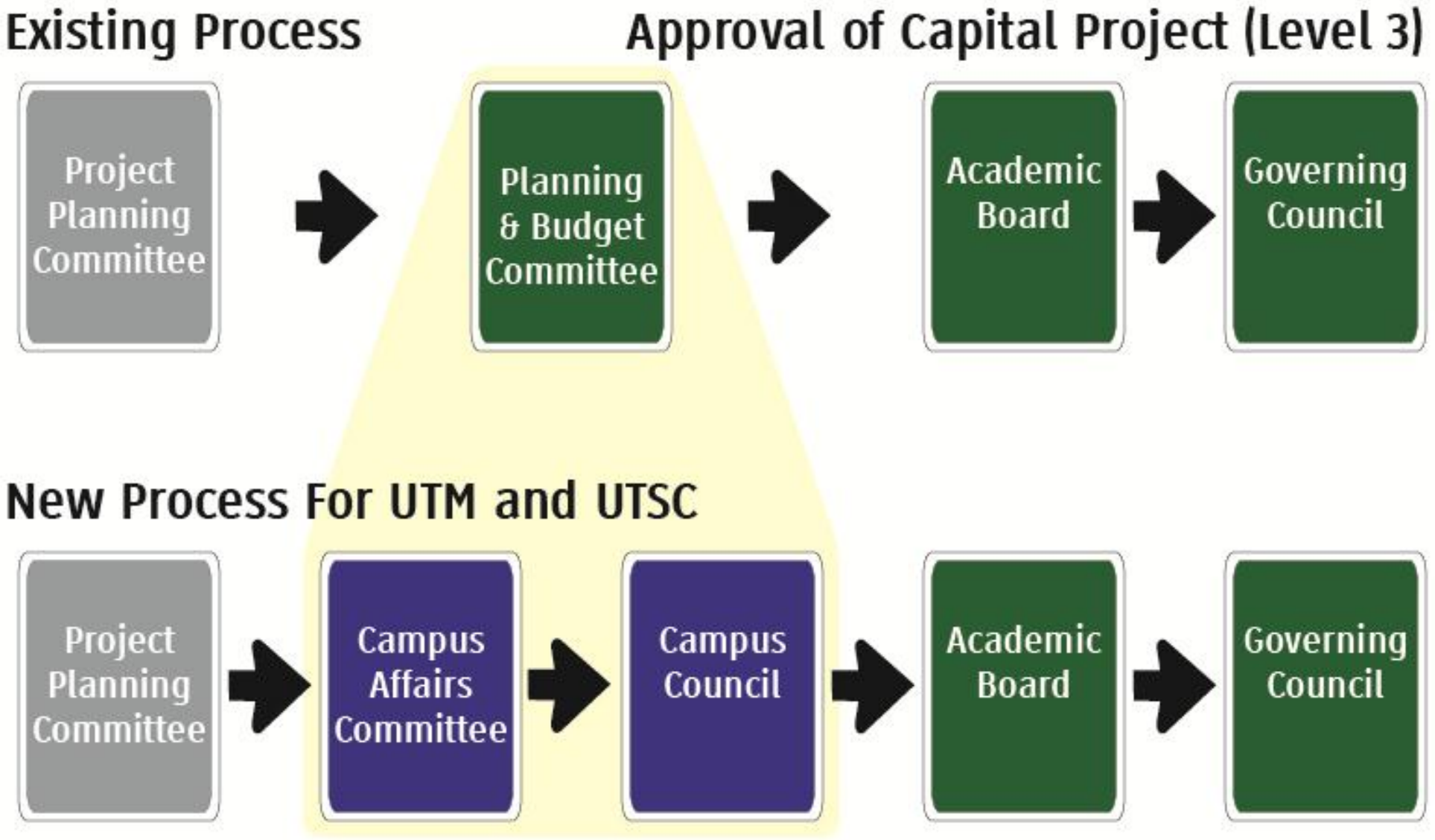
Mandate and Terms of Reference

- 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)
Divisional Admin Process
University Admin Process
Divisional Council
Planning & Budget Committee
Academic Board
Executive Committee
Governing Council
New Process For UTM and UTSC
Campus Admin Process
University Admin Process
Campus Affairs Committee
Campus Council
Academic Board
Executive Committee
Governing Council


Existing Process
Approval of Capital Project (Level 3)
Project Planning Committee
Planning & Budget Committee
Academic Board
Governing Council
New Process For UTM and UTSC
Project Planning Committee
Campus Affairs Committee
Campus Council
Academic Board
Governing Council

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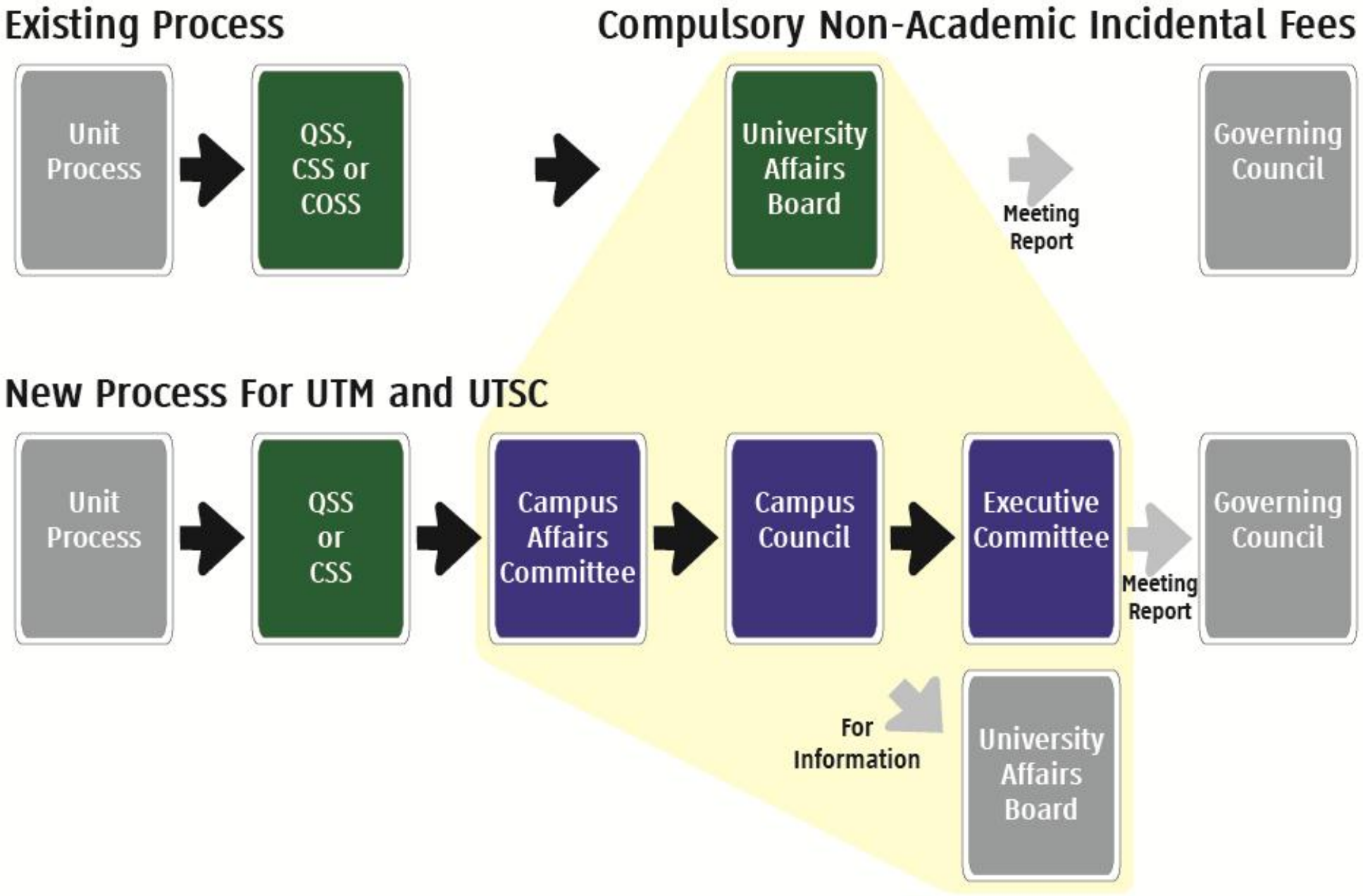
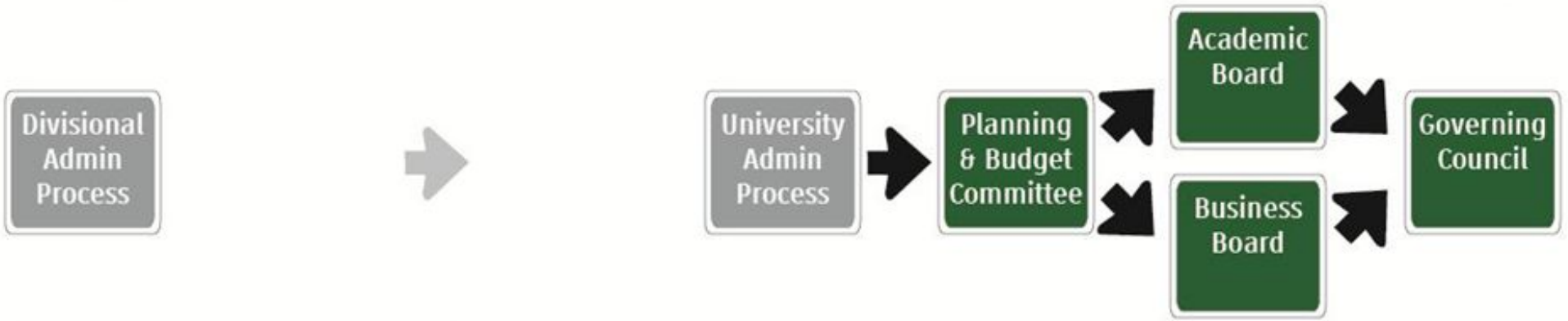

Existing Process
Compulsory Non-Academic Incidental Fees
Unit Process
QSS, CSS or COSS
University Affairs Board
Meeting Report
Governing Council
New Process For UTM and UTSC
Unit Process
QSS or CSS
Campus Affairs Committee
Campus Council
Executive Committee
Meeting Report
Governing Council
For Information
University Affairs Board

Existing Process



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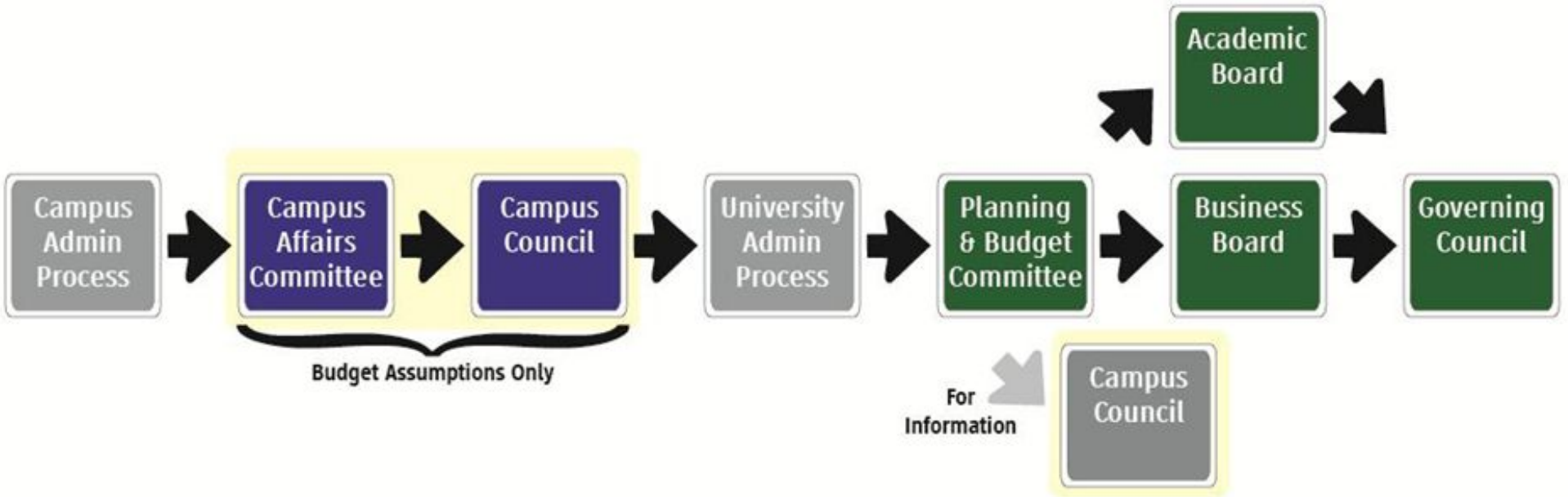
New Process For UTM and UTSC



UNIVERSITY OF TORONTO

OFFICE OF THE GOVERNING COUNCIL

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

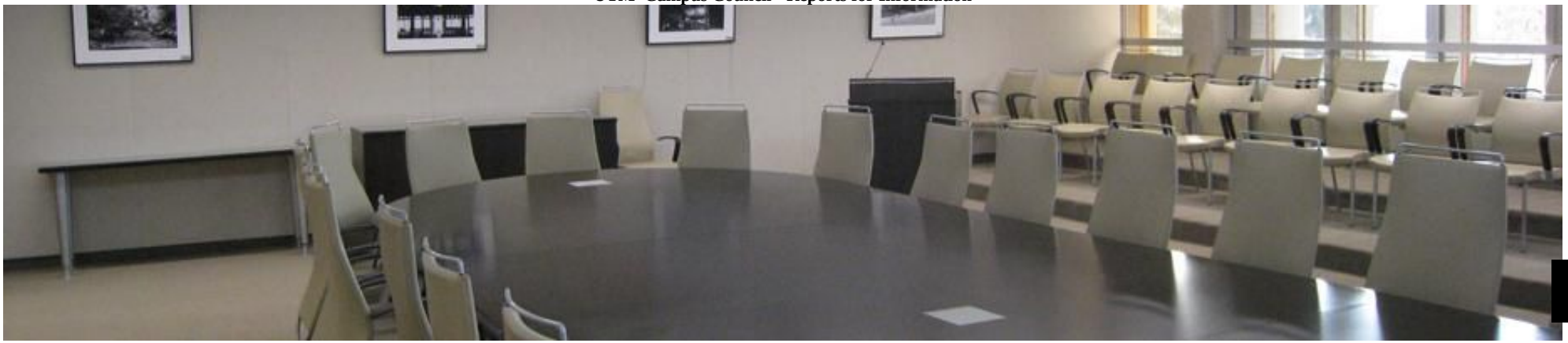
- Developed annually for all Governing Council bodies.
- It is a key point of reference.
- The calendar is an overview of all anticipated business to be transacted in the year.
- New items are added as they arise from the administration.
- Calendar of Business is updated every Friday.

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

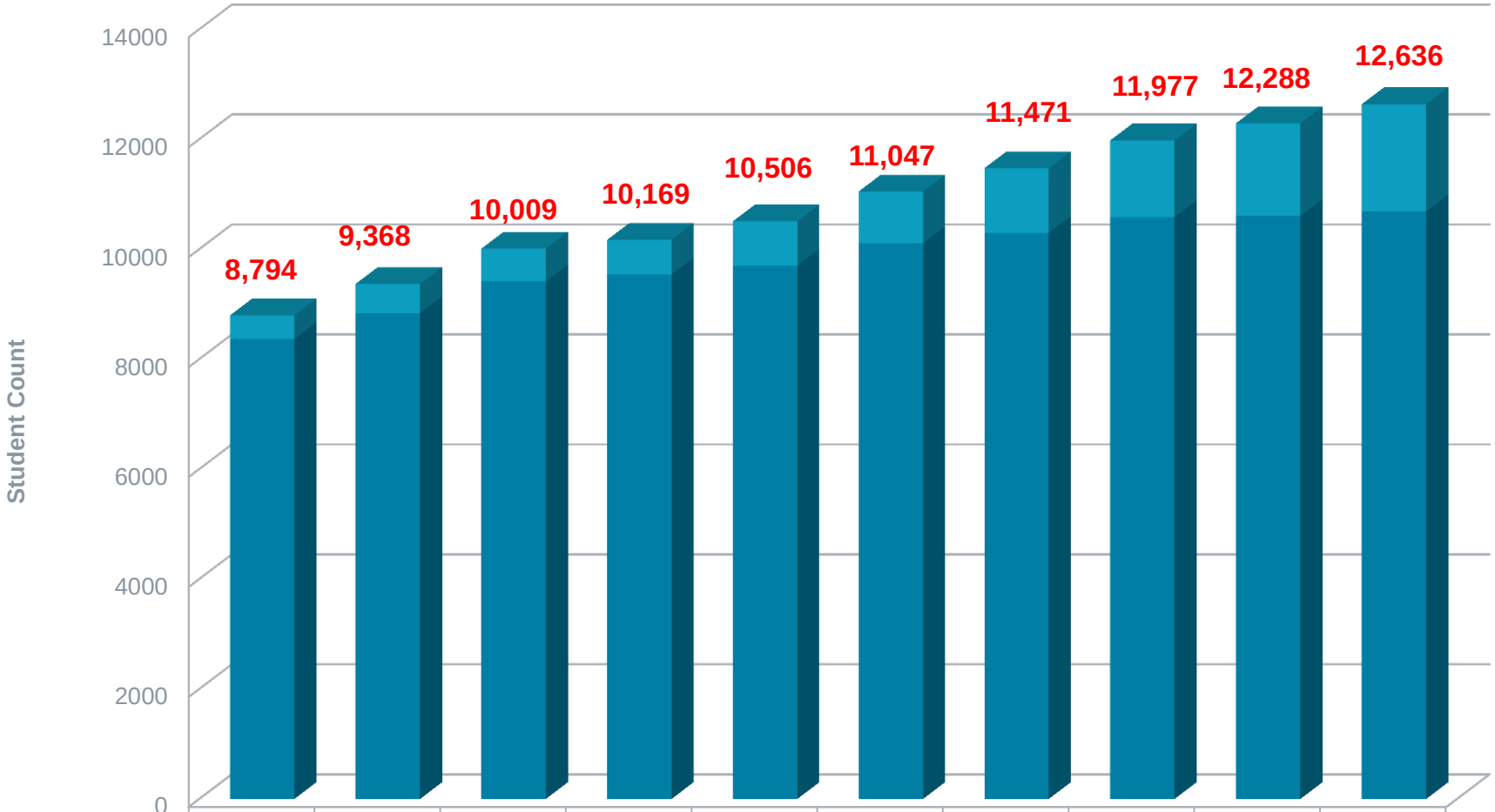
6

INGENUITY INNOVATION
LEADERSHIP FORESIGHT
VISION
BOUNDLESS

UNIVERSITY OF TORONTO MISSISSAUGA

BOUNDLESS

TOTAL HEAD COUNT (INTERNATIONAL & DOMESTIC) 2004-2013



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
International	429	531	596	635	805	938	1175	1395	1687	1950
Domestic	8365	8837	9413	9534	9701	10109	10296	10582	10601	10686

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

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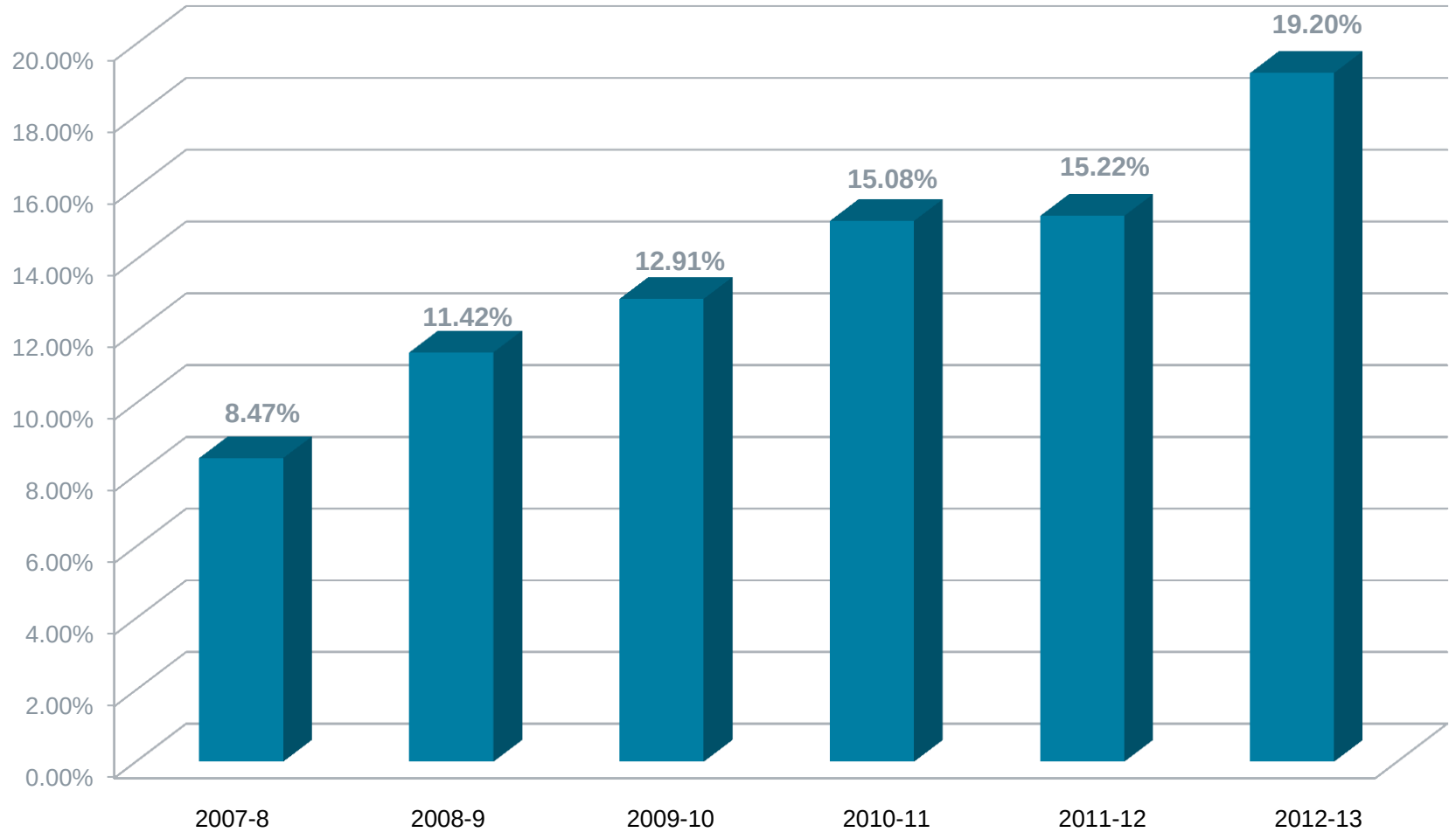
INTERNATIONAL STUDENT NEW INTAKE AT UTM 2007-2012



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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

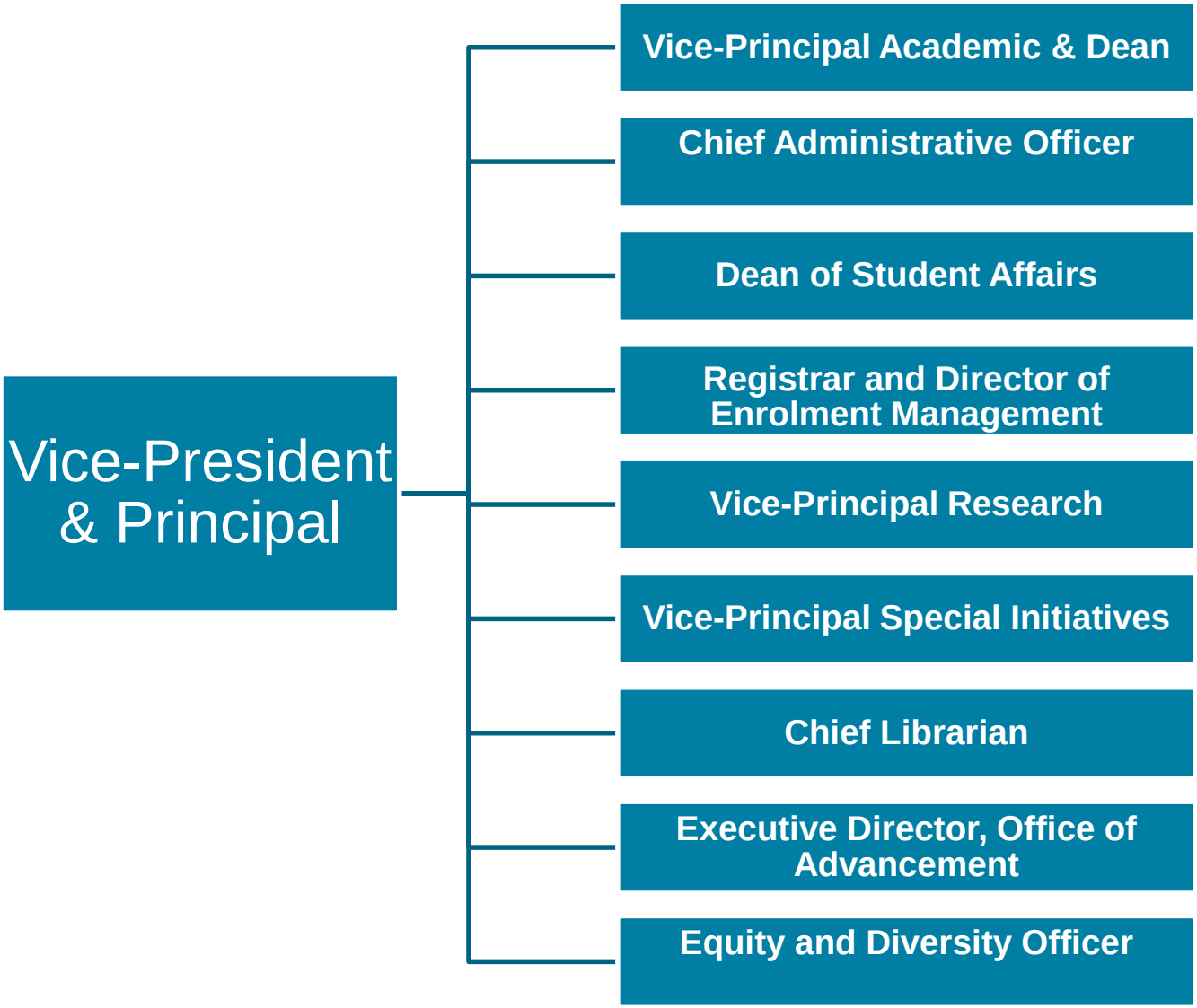
OVER 13000 STUDENTS (UNDERGRADUATE + GRADUATE)
800 FACULTY & STAFF OVER 44000 ALUMNI

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	5.5
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	(0.8)
"net revenue" to UTM	$149.5

Senior Administrative Structure



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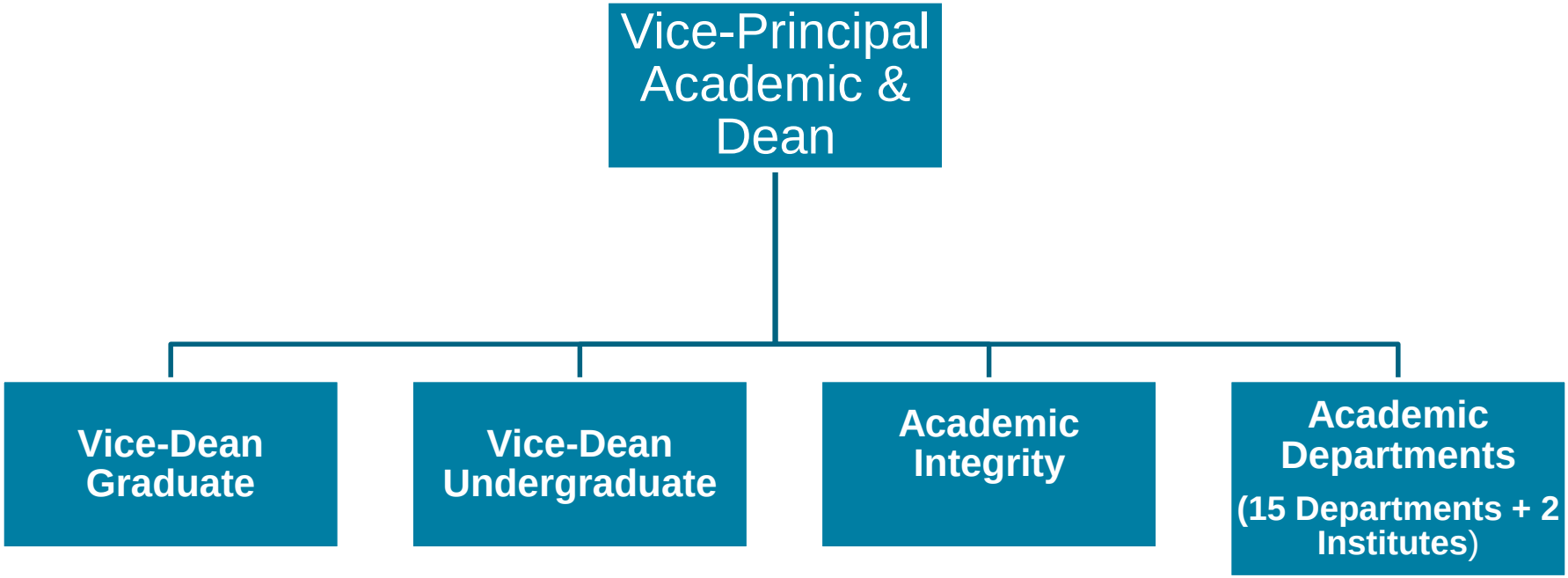
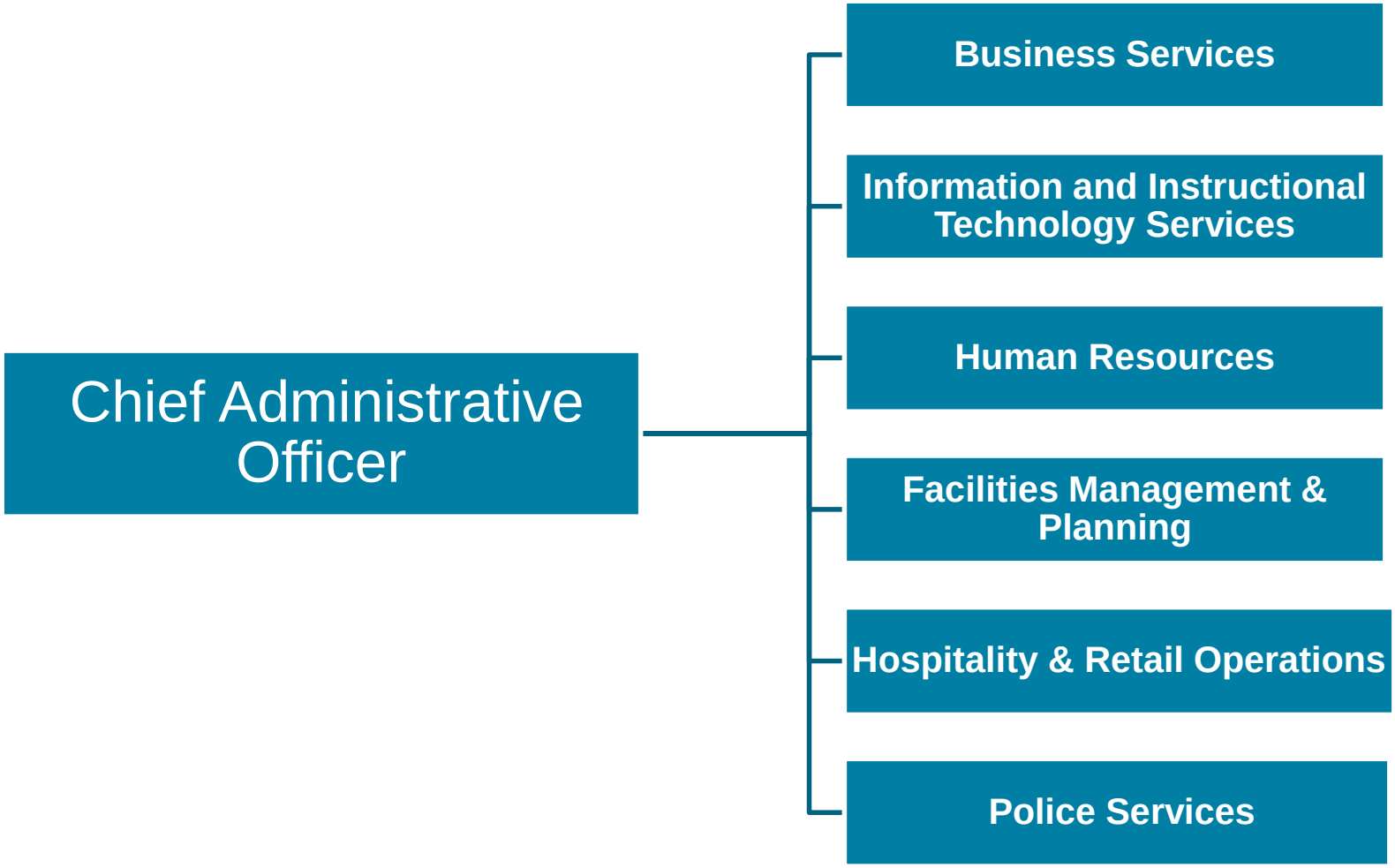
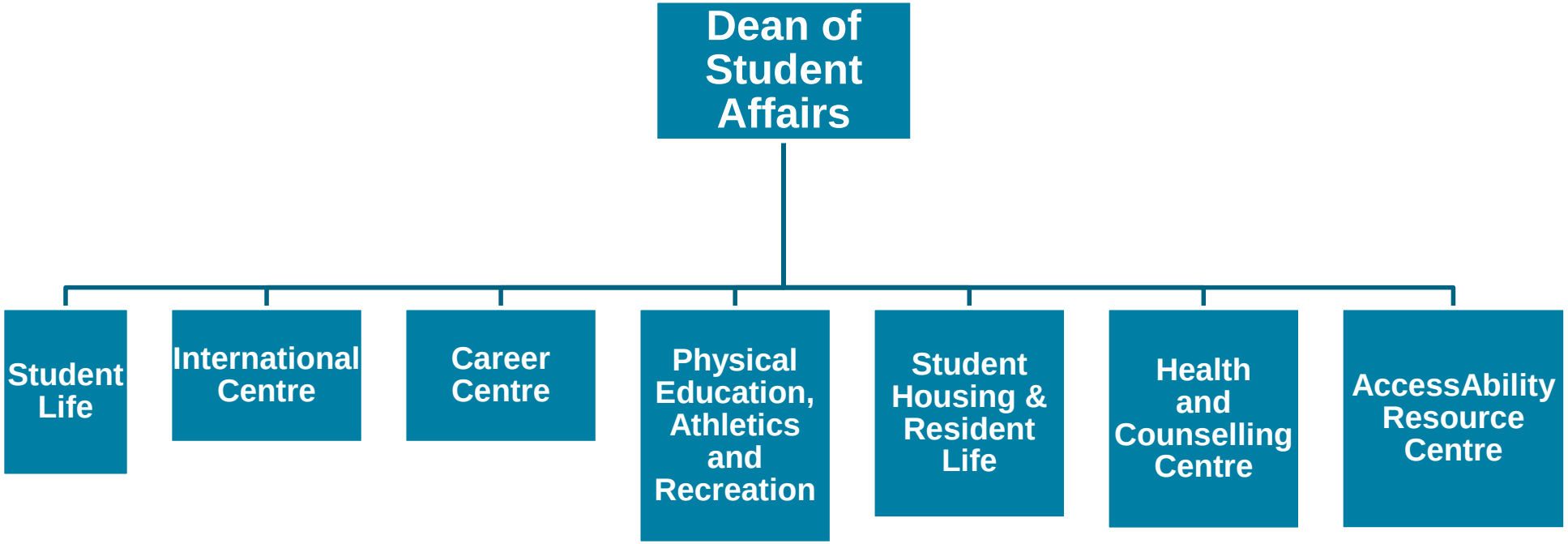
ADMINISTRATIVE STRUCTURE: OFFICE OF THE DEAN



ADMINISTRATIVE STRUCTURE: OFFICE OF THE CAO



ADMINISTRATIVE STRUCTURE: STUDENT AFFAIRS



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AWARD WINNING BUILDINGS

HAZEL MCCALLION ACADEMIC LEARNING CENTRE (HMALC)

INSTRUCTIONAL CENTRE

6

RECREATION, ATHLETICS & WELLNESS CENTRE

6

14

TERRENCE DONNELLY HEALTH SCIENCES COMPLEX

6

15

INNOVATION COMPLEX

6

16

INNOVATION COMPLEX

6

17

NORTH BUILDING (PHASE I)

6

UNIVERSITY OF TORONTO MISSISSAUGA

OFFICE OF THE CAMPUS COUNCIL

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.

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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