



UTSC Campus Council

**Wednesday, October 15, 2014
4:00 p.m.-6:00 p.m.**

**UTSC Council Chamber, Arts and Administration Building, Room AA160
1265 Military Trail**

AGENDA

- 1. Chair's Remarks**
- 2. Report of the Vice-President & Principal**
 - a. Introduction of new Scarborough Campus Students' Union (SCSU) Executives for 2014-15**
 - b. Celebrating the 50th Anniversary of UTSC**
- 3. Orientation (for information)***
- 4. Calendar of Business, 2014-15 (for information)***
- 5. Committee to Review the UTM and UTSC Campus Council: Consultation (for information)***
- 6. Presentation: UofT Integrated Budget (Mr. Andrew Arifuzzaman, Chief Administrative Officer) (for information)***
- 7. Report of the Previous Meeting: Report Number 6 - Wednesday, May 28, 2014 (for approval)***
- 8. Business Arising from the Minutes of the Previous Meeting**

* Documentation Attached

** Documentation for consent included. This item will be given consideration by the committee only if a member so requests. Members with questions or who would like a consent item discussed by the Committee are invited to notify the Secretary, Ms Amorell Saunders N'Daw at least 24 hours in advance of the meeting by telephone at 416-287-5639 or email at saunders@utsc.utoronto.ca

*** Documentation to follow

+ Confidential documentation included for members only

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UTSC Campus Council- Wednesday, October 15, 2014

9. Reports for Information

- a) **Report Number 6 of the Agenda Committee** (Wednesday, May 14, 2014)*
- b) **Report Number 6 of the Academic Affairs Committee** (Monday, April 28, 2014)*
- c) **Report Number 6 of the Campus Affairs Committee** (Wednesday, April 30, 2014)*

10. Date of the Next Meeting – Wednesday, December 3, 2014

11. Question Period

12. Other Business

Welcome Reception to follow the meeting in the Council Chamber lobby.

* Documentation Attached

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Committee Members' Quick Reference Guide to On-Line Resources

During the course of the year, you will receive a lot of documentation. You are encouraged to familiarize yourself with the resource documents in advance of the first meeting.

1. [Organizational Chart of the Governing Council](#)
2. [Terms of Reference](#) (UTSC Campus Council)
3. [2014-15 UTSC Campus Council Membership List](#) *Includes the names of members' and the constituency they represent.*
4. [2014-15 Presidential Assessors](#)
Includes information on the members of the University's administration who bring forward business to governance bodies.
5. [2014-15 UTSC Campus Council Meeting Schedule](#)
6. [2014-15 Calendar of Business](#) (updated every Friday)
Includes planned items for approval and information for each governance body.
7. [List of Commonly Used Acronyms](#)
Includes a list of commonly used acronyms across the University and in governance.
8. [Guidelines on Attendance at Meetings](#)
Defined are the parameters of open, closed and in camera meetings.
9. [A Guide to Cover Sheets that accompany each Item / Proposal submitted to Governance](#)
An "at-a-glance" explanation of the components of a key document.
10. [Principles of Good Governance](#)
Foundations of a robust governance process – approved by the Governing Council on October 28, 2010.
11. [Expectations and Attributes of Governors and Key Principles of Ethical Conduct](#)
Governors' responsibilities in contributing to an effective governance process – approved by the Governing Council on October 28, 2010.
12. [Mandate of Governance](#)
Succinct overview of governance mandate: approval, oversight, advice – approved by the Governing Council on October 28, 2010.
13. [Fiduciary Responsibilities of Members of the Governing Council](#)



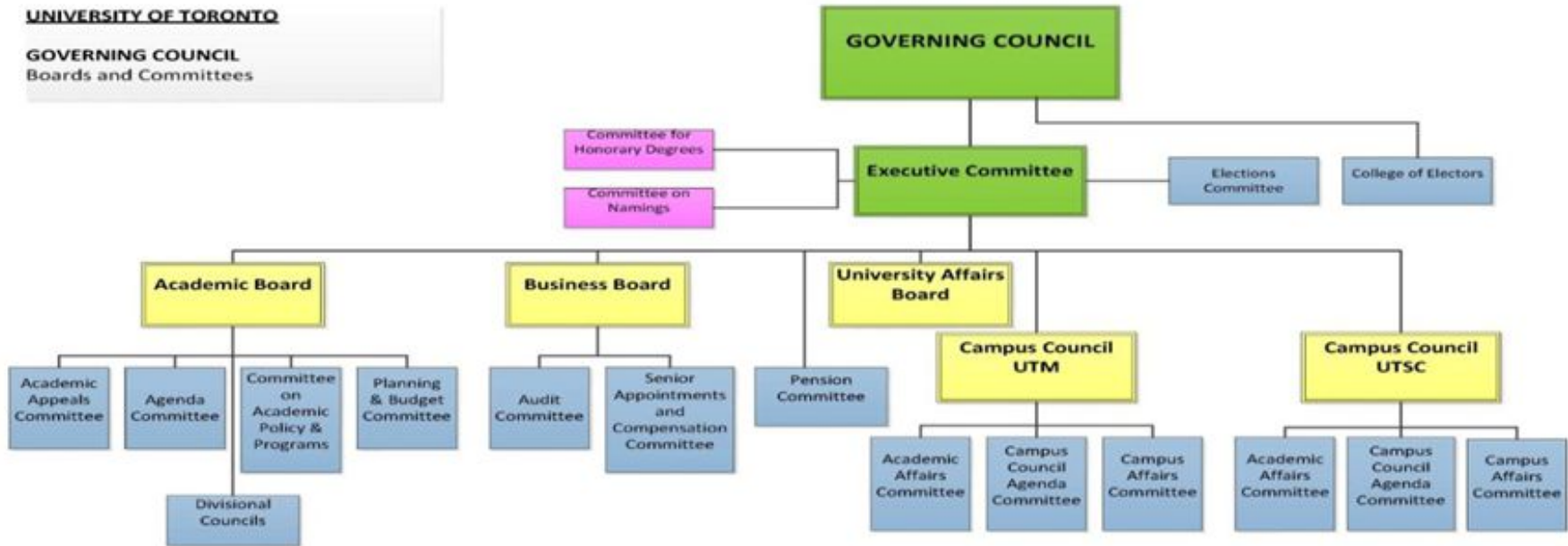
University of Toronto Scarborough Campus Council Orientation

October 15, 2014

UofT Governing Council Organizational Chart

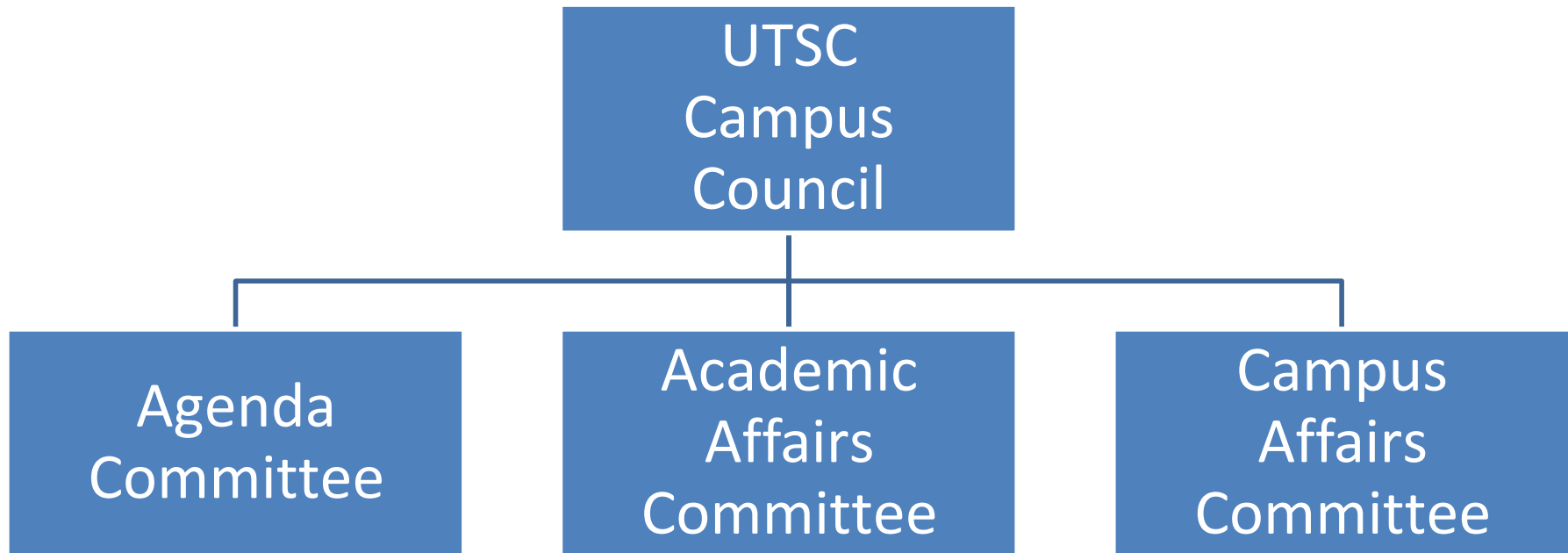
UNIVERSITY OF TORONTO

GOVERNING COUNCIL
Boards and Committees



GC/GC-Boards-Committees-with-Campus-Councils_Sep.1.2013.pdf

The UTSC Campus Council and its Standing Committees



UTSC Campus Council

- Campus Councils: comparable to the Boards of Governing Council and comprise representatives of the five estates; oversight of campus-specific matters.
- On behalf of the Governing Council has governance oversight of campus specific matters.
- Concerned with matters affecting the Campus' objectives and priorities, development of long-term and short-term plans and the effective use of resources in the course of these pursuits.

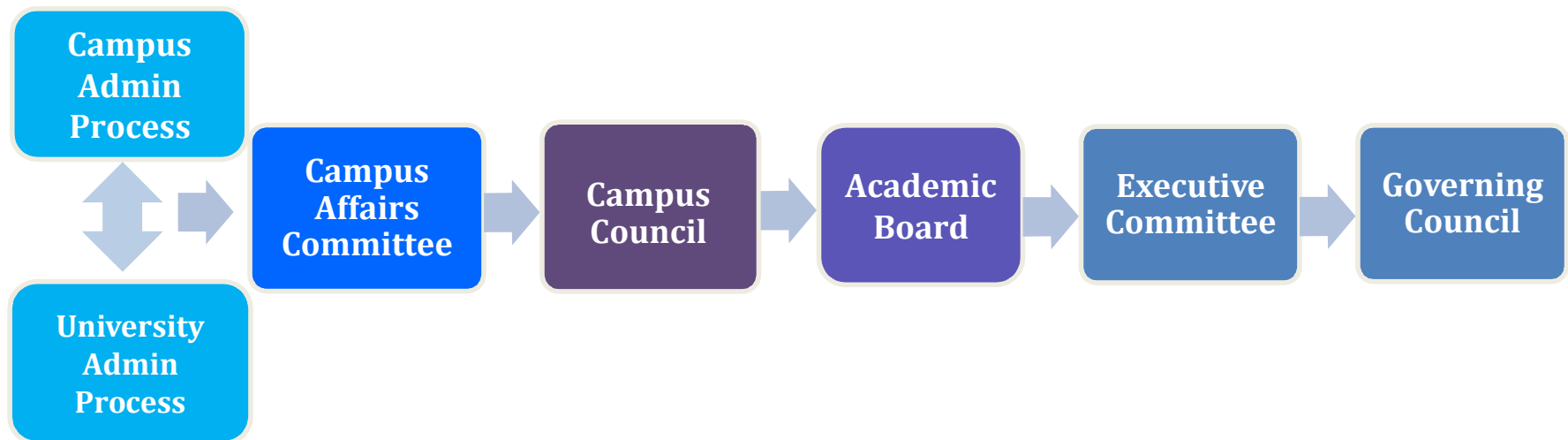
Expectations of Council Members

- Reflect the perspective of your estate in debate, as appropriate, but **act in the best interests of the institution** as a whole.
- Read meeting documentation in advance to facilitate informed participation. Attention to **Cover Sheet**.
- When possible alert assessors in advance to substantive questions to be asked at the meeting (so they can prepare).
- Attend meetings; participate in discussion.
- Act ethically and in good faith; declare all conflicts of interest.

Local decision-making

- Council members provide approval, oversight and advice on items of business being brought forward.
- Items of business can be approved, rejected or referred back to the administration, with advice.
- Motions can be approved, recommended for approval or confirmation.
- Final body of consideration at campus level with Executive Committee confirmation; recommends certain items to Academic Board and the Governing Council.

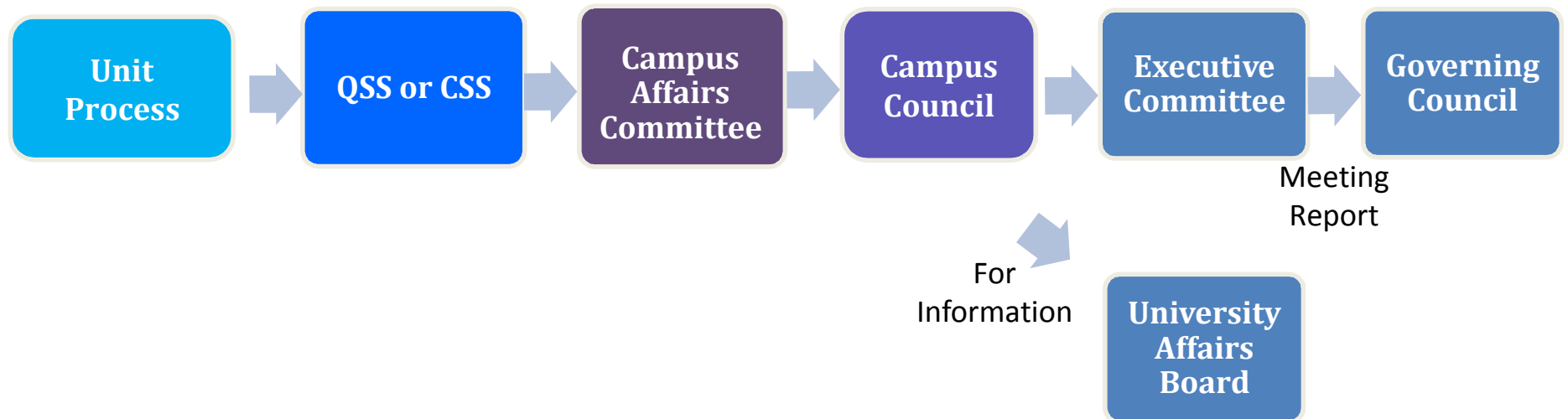
Establishment of an Academic Unit (EDU A or EDU B)



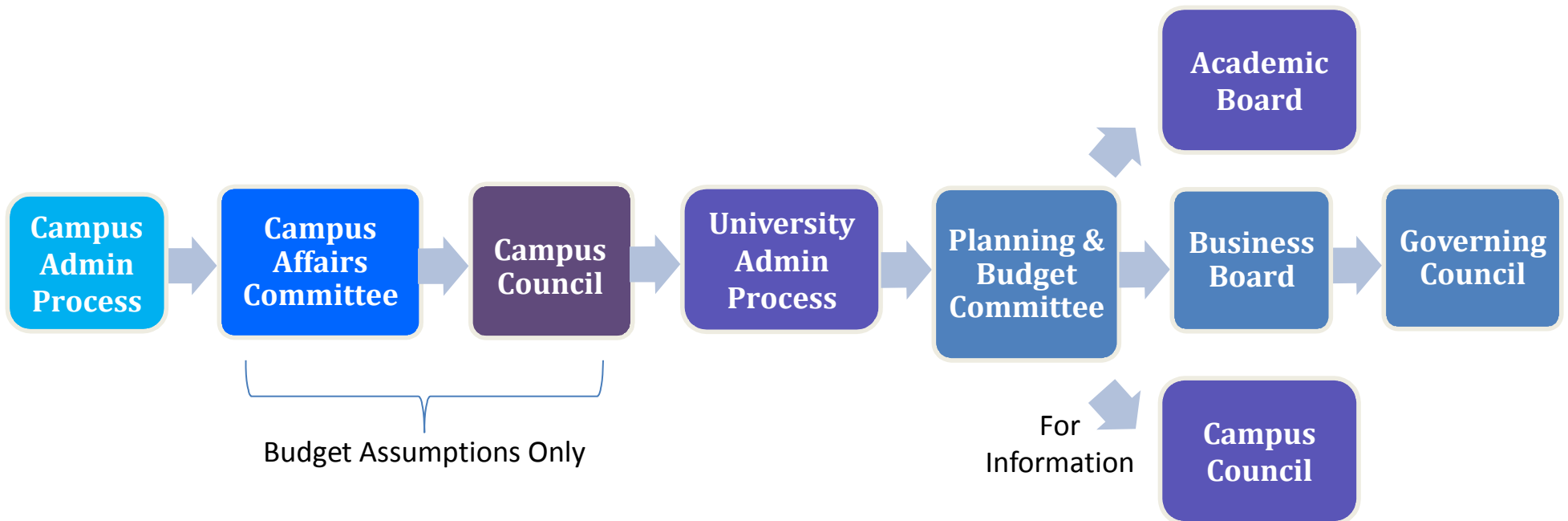
Approval of Capital Project (Level 3)



Compulsory Non-Academic Incidental Fees



Budget



Role of Administration/Assessors

- Administration manages the University.
- Function of governance is to sustain and advance the University's mission; focuses on legislative and judicial matters.
- Assessors bring forward proposals from the administration for consideration. They also provide reports for information.

Meeting Agendas

- Agenda planning is based on the Calendar of Business; an overview of all anticipated business to be transacted in the governance year.
- Agenda planning is the “hand-off” from the administration to governance.
- The UTSC Agenda Committee is responsible for preparing the agenda for UTSC Council meetings.

Meetings


- Meetings may be held in open session, closed session or *in camera*:
- **Open Session:**
 - Open to members of the University, the public, the media, up to room capacity. Most Council, Board and Committee meetings meet in open session.
- **Closed Session:**
 - Restricted to members of the Council, Board or Committee and individuals whose presence is considered by the Committee to be necessary (normally members of the administration). Motion needed to move from open to closed session.
- **In Camera:**
 - A meeting or part of a meeting may be held *in camera* where “intimate financial or personal matters of any person may be disclosed.” (*By-law Number 2*)
 - Motion needed to go into *in camera* session.

Role of the Secretariat

- Provides support to Committee/Council Chairs and Committees:
 - Meeting preparation
 - Meeting follow-up
 - Communicate Council/Committee decisions
 - Manage governance records
 - Maintain Council and Committee membership records
 - Expert resource/policy advice

Cover Sheets

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

		UNIVERSITY OF TORONTO	OFFICE OF THE GOVERNING COUNCIL
FOR RECOMMENDATION	CONFIDENTIAL	CLOSED SESSION	
TO:	Name of Governance Body		
SPONSOR: 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:			
<ol style="list-style-type: none">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.			
<hr/>			
DOCUMENTATION PROVIDED:			
First Document Name Second Document Name			

Diligent Boardbooks

- Only tool used to distribute confidential meeting documentation to members, and therefore the expectation is that all members make use of it
- Password protected
- Instructions for setup:
<http://uoft.me/DBBInstructions>
- User Name: “firstname lastname” and the temporary Password is “July2014”.





Questions

UTSC Campus Council - Calendar of Business, 2014-15

Governing Council, University of Toronto
 Consolidated Calendar of Business
 Campus: UTSC

Item	Portfolio	Annual	Campus Affairs	Academic Affairs	Agenda Committee	Campus Council	Academic Board	Business Board	University Affairs Board	Executive Committee	Governing Council	Action	Ex. Conf.
CYCLE_02													
Annual Report: 2013-14 Academic Appeals	VPADUTSC	<input type="checkbox"/>		CYCLE_02								FI	-
Calendar of Business	GCSEC	<input type="checkbox"/>	CYCLE_02	CYCLE_02		CYCLE_02						FI	-
Curricular Items- Graduate Programs	VPADUTSC	<input type="checkbox"/>		CYCLE_02								FA	-
Curricular Items- Undergraduate Programs	VPADUTSC	<input type="checkbox"/>		CYCLE_02								FA	-
External Academic Review, International Development Studies	VPADUTSC	<input type="checkbox"/>		CYCLE_02								FI	-
Strategic Topic: Admissions Overview	VPADUTSC	<input type="checkbox"/>		CYCLE_02								FI	-
Strategic Topic: Child Care at UTSC	CAOUTSC	<input type="checkbox"/>	CYCLE_02									FI	-
Strategic Topic: New Academic Programs- What's on the Horizon	VPADUTSC	<input type="checkbox"/>		CYCLE_02								FI	-
UofT Integrated Budget Presentation	VPUO	<input type="checkbox"/>	CYCLE_02			CYCLE_03						FI	-
CYCLE_03													
Curricular Items- Graduate Programs	VPADUTSC	<input type="checkbox"/>		CYCLE_03								FA	-
Curricular Items- Undergraduate Programs	VPADUTSC	<input type="checkbox"/>		CYCLE_03								FA	-
Overview of Proposed Campus Operating Budget	CAOUTSC	<input type="checkbox"/>	CYCLE_03			CYCLE_03						FI	-
Strategic Topic: A New Home for Athletics and Recreation	DSAUTSC	<input type="checkbox"/>	CYCLE_03									FI	-

Governing Council, University of Toronto
Consolidated Calendar of Business
 Campus: **UTSC**

Item	Portfolio	Annual	Campus Affairs	Academic Affairs	Agenda Committee	Campus Council	Academic Board	Business Board	University Affairs Board	Executive Committee	Governing Council	Action	Ex Conf
CYCLE_04													
Capital Project: Highland Hall	CAOUTSC	<input type="checkbox"/>	CYCLE_04		CYCLE_04	CYCLE_04						FA	YES
Capital Project: Parking Structure	CAOUTSC	<input type="checkbox"/>	CYCLE_04		CYCLE_04	CYCLE_04						FA	YES
Curricular Item- Undergraduate Programs	VPADUTSC	<input type="checkbox"/>		CYCLE_04								FA	-
Curricular Items-Graduate Programs	VPADUTSC	<input type="checkbox"/>		CYCLE_04								FA	-
External Reviews, Office of the Dean and Vice-Principal (Academic)	VPADUTSC	<input type="checkbox"/>		CYCLE_04								FI	-
Report: Student Summit	DSAUTSC	<input type="checkbox"/>	CYCLE_04									FI	-
Strategic Topic: Council on Student Services (CSS) Overview	DSAUTSC	<input type="checkbox"/>	CYCLE_04									FI	-
Strategic Topic: Sport and Research- Opportunities Beyond PanAm	VPADUTSC	<input type="checkbox"/>		CYCLE_04								FI	-
UofT Mental Health Framework-Local Implications	DSAUTSC	<input type="checkbox"/>	CYCLE_04									FI	-

UTSC Campus Council - Calendar of Business, 2014-15

Governing Council, University of Toronto
Consolidated Calendar of Business
Campus: UTSC

Item	Portfolio	Annual	Campus Affairs	Academic Affairs	Agenda Committee	Campus Council	Academic Board	Business Board	University Affairs Board	Executive Committee	Governing Council	Action	Ex Conf
CYCLE_05													
Ancillary Operating Plan, 2015-16	CAOUTSC	<input type="checkbox"/>	CYCLE_05		CYCLE_05	CYCLE_05						FA	YES
Appointments- UTSC Nominating Committee	OCCUTSC	<input type="checkbox"/>			CYCLE_05	CYCLE_05						FA	-
Capital Project: Student Residence	CAOUTSC	<input type="checkbox"/>	CYCLE_05		CYCLE_05	CYCLE_05						FA	YES
Curricular Items- Graduate Programs	VPADUTSC	<input type="checkbox"/>		CYCLE_05								FA	-
Curricular Items- Undergraduate Programs	VPADUTSC	<input type="checkbox"/>		CYCLE_05								FA	-
Operating Plans- Student Affairs and Services/Compulsory Non-Academic Incidental Fees	DSAUTSC	<input type="checkbox"/>	CYCLE_05		CYCLE_05	CYCLE_05						FA	-
Service Ancillaries Operating Plans	CFO	<input type="checkbox"/>	CYCLE_05			CYCLE_05		CYCLE_05	CYCLE_05	CYCLE_05		FI	YES
Strategic Topic: Infrastructure Planning	CAOUTSC	<input type="checkbox"/>	CYCLE_05									FI	-
Student Societies: Request for Fee Increases	DSAUTSC	<input type="checkbox"/>	CYCLE_05		CYCLE_05	CYCLE_05						FA	-
University of Toronto Budget Presentation	VPUO	<input type="checkbox"/>				CYCLE_05						FI	-
CYCLE_06A													
Appointments- 2015-16 UTSC Campus Council and Standing Committees Community Members	OCCUTSC	<input type="checkbox"/>			CYCLE_06A	CYCLE_06A						FA	-
Campus Operating Budget	CAOUTSC	<input type="checkbox"/>	CYCLE_06A			CYCLE_06A						FI	-
Curricular Items- Graduate Programs	VPADUTSC	<input type="checkbox"/>		CYCLE_06A								FI	-
Curricular Items- Undergraduate Programs	VPADUTSC	<input type="checkbox"/>		CYCLE_06A								FA	-
Strategic Topic: Our Growing Campus- Security Implications	CAOUTSC	<input type="checkbox"/>	CYCLE_06A									FI	-
Strategic Topic: The Academic Plan	VPADUTSC	<input type="checkbox"/>		CYCLE_06A								FI	-

UTSC Campus Council - Calendar of Business, 2014-15

Governing Council, University of Toronto
 Consolidated Calendar of Business
 Campus: UTSC

Item	Portfolio	Annual	Campus Affairs	Academic Affairs	Agenda Committee	Campus Council	Academic Board	Business Board	University Affairs Board	Executive Committee	Governing Council	Action	Ex Conf
CYCLE_06B													
Annual Report: Campus Police Services	CAOUTSC	<input checked="" type="checkbox"/>	CYCLE_06B									FI	-
Annual Report: Community Partnerships and Engagement	CAOUTSC	<input checked="" type="checkbox"/>	CYCLE_06B									FI	-
Annual Report: Recognized Campus Groups	DSAUTSC	<input checked="" type="checkbox"/>	CYCLE_06B									FI	-
Annual Report: Research	VPRUTSC	<input checked="" type="checkbox"/>		CYCLE_06B		CYCLE_06B						FI	-
Appointments- 2015-16 UTSC Agenda Committee	OCCUTSC	<input type="checkbox"/>			CYCLE_06B	CYCLE_06B						FA	-
Appointments- 2015-16 UTSC Campus Council Standing Committee Membership	OCCUTSC	<input type="checkbox"/>			CYCLE_06B	CYCLE_06B						FA	-
Curricular Items- Graduate Programs	VPADUTSC	<input type="checkbox"/>		CYCLE_06B								FI	-
Curriculum Items- Undergraduate Programs	VPADUTSC	<input type="checkbox"/>		CYCLE_06B								FA	-
Strategic Topic: Academic Advising and Career Centre	DSAUTSC	<input type="checkbox"/>	CYCLE_06B									FI	-



July 3, 2014

Committee to Review the UTM and UTSC Campus Councils

Terms of Reference

Background

When the Governing Council approved the Terms of Reference for the UTM and UTSC Campus Councils and their Standing Committees in June, 2012, the resolution included a provision which mandated a review of the new governance model at the end of the first year of operation:

“THAT, following the first year of operation, the Governing Council conduct a review of the new model to determine its effectiveness and any changes that might be necessary.”¹

The Committee to Review the UTM and UTSC Campus Councils (CRCC) is established to fulfill the Governing Council’s requirement. Appendices to this document provide detailed context and background for undertaking such a review, including an overview of the governance structures; a summary of the identification, election / selection, orientation and education of members of the Campus Councils and their Standing Committees; and background on the development of the structures.

Mandate

The Committee to Review the UTM and UTSC Campus Councils is charged with conducting a review of the manner in which the Campus Councils and their Standing Committees operated in the 2013-14 academic year. The tasks of the CRCC are to:

- evaluate the efficacy of the model and the manner in which it has been implemented,
- report its findings, and
- recommend refinements which would enhance the ability of the Campus Councils and their Committees to execute their respective mandates.

It is expected that the CRCC’s recommendations will be considered by the Governing Council at its meeting in December, 2014.

Areas for Consideration

The Committee is to consider the following issues, and use these areas to define the parameters of its work. The Committee will also make recommendations for modifications, if any, to the Councils' and their Standing Committees' Terms of Reference and/or procedures as appropriate.

1. The Efficacy of the Governance Model

- a) The CRCC is to provide its assessment of the effectiveness of the UTM and UTSC Campus Council and Standing Committee structure in the context of the overall Governing Council system. To the extent possible with one year of experience upon which to base a finding, the CRCC is asked to comment on the degree to which these bodies, with responsibility for specific campus matters, have been and are understood to be effectively integrated into institutional governance.

2. Terms of Reference of the Academic Affairs Committees (AACs)

- a) In consideration of the Academic Affairs Committees' (AACs) assigned responsibilities previously in the purview of the Erindale College Council (UTM) and the Council of UTSC, to what extent has this transition been successful? Those responsibilities include curricular matters and academic regulations, as well as responsibilities pursuant to the *University of Toronto Quality Assurance Process*.² Since few matters considered by the AACs proceed to the Campus Councils, how might the links between the AACs and their respective Campus Councils be refined and strengthened?
- b) The AACs' Terms of Reference also include provisions related to research, the consideration of academic plans, academic priorities for fundraising, and academic reviews. The CRCC is asked to advise on the execution of these responsibilities and the appropriate governance paths for such matters.

3. Terms of Reference of the Campus Affairs Committees (CACs)

- a) The Terms of Reference of the Campus Affairs Committees (CACs) and the Campus Councils provide for a role for these bodies in considering the campuses' operating budgets. Following discussions between leaders in governance and in the administration, the implementation of these provisions was deferred until 2014-15. How might the Terms of Reference provision be implemented to incorporate the appropriate hand-offs with the campus and institutional administrations, and between the administrations and governance? The CRCC is to provide advice on any clarification or adjustments to the Terms of Reference that might be necessary to define the appropriate role of this body in budget-related matters.*

* Discussions are currently underway among the Secretariat, the institutional administration, and the campus administrations, with respect to a process by which the current Terms of Reference can be honoured while also meeting the appropriate timelines for the current institutional administrative processes leading to the presentation of the University's Operating Budget to governance.

- b) In addition to their roles in the campus operating budget in 3.a) above, the CACs' Terms of Reference include responsibilities related to consideration of establishment of Extra-Departmental Units (EDUs).[†] Based on one year's experience, more specific language on this element of the Committee's mandate may be helpful. The CRCC is also asked to review other matters brought to the CACs to advise on whether other clarifications should also be considered.[‡]
- c) In consideration of the CACs' roles and responsibilities, the number of teaching staff, student, and administrative staff members of the Committees was determined by reviewing the composition of the University Affairs Board (UAB) and the Planning and Budget Committee (PB). UAB includes a large proportion of students and a relatively small number of teaching staff, while the reverse is true for PB. Using the business considered by both CACs in 2013-14 as guide, and balancing this with other responsibilities listed in the Terms of Reference, does the current balance among the internal (academic; non-academic) groups appropriately reflect the responsibilities assigned to the CACs?

4. Identification, Recruitment, Election and Selection of Members

- a) The Task Force on Governance³ recommended that there should be active recruitment of potential candidates, initiated and coordinated by the governance leadership, whether individuals are to be elected or appointed. It also noted that good governance should ensure that, whether elected or appointed, each estate's recruitment process should take into account a number of elements:
- Identification or nomination of potential candidates based on identified skill preferences and experience,
 - Clear information to potential candidates on University governance and expectations,
 - Assessment of qualifications relative to the Governing Council's needs,
 - A well-constructed interview or similar opportunity for selectors / electors to understand the candidate and his/her qualifications more fully,
 - Election or appointment, and
 - Timely communication to successful candidates and feedback to those who are not successful.

These basic features of a recruitment process ensure participants' and observers' understanding of the processes overall, as well as of their individual components; and allow the processes to be seen to have a high level of professionalism and careful thought throughout the identification and selection processes.

[†] It was determined in 2013-14 that as it would normally be a faculty council decision, the Campus Councils shall approve the establishment of EDU-Cs upon the recommendation of the CACs.

[‡] The Terms of Reference do not explicitly provide for the consideration and approval of "Strategic Plans" – nor do the Terms of Reference of any body of the Governing Council. As a foundational plan that would guide future capital and academic planning, the governance path taken for the 2014 UTSC Strategic Plan was CAC→CC→EX.

Incorporating these and other relevant recommendations and principles from the *Report of the Task Force on Governance*, how might the processes related to the identification, recruitment, election and selection of Campus Council and Standing Committee members be enhanced – for example, with respect to expanding and fostering the pools of interested and eligible candidates?

5. Orientation, Awareness, and On-Going Education of Members

- a) The CRCC is asked to provide advice on refinements to initial orientation offered to members of the UTM and UTSC Campus Councils and their Standing Committees. Such advice will inform and be integrated with the Governing Council's ongoing efforts to enrich and strengthen orientation and education across all of its bodies.
- b) In order to continue to assist members and Assessors in fulfilling their roles and to raise awareness of the Campus Councils and their work, what advice might the Committee provide with respect to:
 - ongoing education on particular topics for members, and
 - ongoing communication with the campus communities with respect to the role and function of the Campus Councils?

Resources

In order to assist the Committee in its work, data and information regarding the experience of the 2013-14 year shall be provided, including, but not limited to: lists of matters considered and decisions made therefrom as well as those presented for information; summary attendance data; feedback provided by members through orientation and year-end surveys; and other relevant information.

The Governing Council Secretariat shall provide secretariat support to the Committee.

Consultation

The CRCC will issue a broad call for submissions to the University of Toronto community, which will include targeted communications to UTM and UTSC faculty, staff and students, the relevant bodies and student societies on the UTM and UTSC campuses, and University-wide associations and Representative Student Committees.[§] As part of its deliberations, the CRCC Committee will also consider in-person consultations.

[§] The Representative Student Committees are the Students' Administrative Council (operating as the University of Toronto Students Union, UTSU), the Association of Part-time Undergraduate Students (APUS), the Graduate Students' Union (GSU), and the Scarborough Campus Students' Union (SCSU). For the purposes of the Review, the Erindale College Student Union (operating as the University of Toronto Mississauga Students' Union, UTMSU) is treated as if it is a Representative Student Committee.

Membership

The CRCC will comprise twelve members, in addition to the Chair, drawn from the Governing Council and from the UTM and UTSC Campus Councils. The proposed membership attempts to balance among the estates, the two campuses, Governors and Campus Council members. Two members shall be from each of the three internal estates having served in the 2013-14 academic year, or serving for 2014-15 year. For the purposes of this Review Committee, Alumni, Lieutenant-Governor-in-Council (LGIC) appointees to the Governing Council, and individuals from the broader community appointed to the Campus Councils are considered members of the same estate, and four members shall be drawn from this group. The Vice-President and Principal of each campus may serve, or designate a Presidential Assessor from one of the Campus Councils' Standing Committees to serve as members of the Committee on their behalf.

The proposed membership is as follows:

- Ms Shirley Hoy (LGIC Governor, Vice-Chair of the Governing Council) – Chair
- Ms Sara Allain (Administrative Staff Member, UTSC Campus Council; Special Collections Librarian, UTSC)
- Mr. Andrew Arifuzzaman (Chief Administrative Officer, UTSC; Assessor, UTSC Campus Affairs Committee)
- Ms Melissa Berger (Administrative Staff Member, UTM Campus Council; Coordinator for Community Outreach and Experiential Education, UTM)
- Mr. Simon Gilmartin (Community Member, UTM Campus Council)
- Professor William Gough (Teaching Staff Governor; Chair, UTSC Campus Council; Vice-Dean, Graduate Education, UTSC)
- Ms Sue Graham-Nutter (Community Member, UTSC Campus Council; Chair, UTSC Campus Affairs Committee)
- Ms Nancy Lee (Alumni Governor; Member, UTSC Campus Council)
- Ms Alice Li (Undergraduate Student Member, UTM Campus Council)
- Mr. Hussain Masoom (Graduate Student Member, UTSC Campus Council)
- Ms Judith Poë (Teaching Staff Member, UTM Campus Council; Chair, UTM Academic Affairs Committee)
- Professor Deep Saini (Presidential Appointee Governor; Vice-President and Principal, UTM)
- Mr. John Switzer (Alumni Governor; Chair, UTM Campus Council)

The Secretary of the Governing Council, Mr. Louis Charpentier, will serve as Secretary of the Committee.

Appendix A

Overview of the Role and Membership of the Campus Councils and their Standing Committees

On behalf of Governing Council, with responsibilities delegated to them by the Governing Council, the **Campus Councils** (CCs) exercise governance oversight of campus-specific matters arising from their Standing Committees (the Academic Affairs Committees, the Campus Affairs Committees, and the Agenda Committees), as well as any other matters assigned to them by Governing Council. The Campus Councils are comparable to the Boards of the Governing Council and, as such, comprise representatives of the five estates: administrative staff, alumni, students, teaching staff, and Lieutenant-Governor-in-Council appointees or members of the external community.

Responsible for academic matters, the **Academic Affairs Committees** (AACs) reflect the structure of the Academic Board and the former faculty councils and their academic sub-committees. Essentially, the AACs replace the academic program and regulatory functions of the former Faculty Councils (i.e., the Council of the University of Toronto Scarborough, and the Erindale College Council). The AACs are relatively large bodies, with membership mirroring the distribution of estates on the Academic Board and which is intended to ensure a majority representation for teaching staff. While there are a few areas of business which may be recommended to the CCs for approval, the vast majority of proposals brought to the AACs either have final approval at the Committees themselves (as was formerly the case with the Faculty Councils), or would be recommended for approval directly to other bodies of the Governing Council (such as the Committee on Academic Policy and Programs) without being considered by the CCs.

In respect of the UTM and UTSC campuses, the **Campus Affairs Committees** (CACs) have taken on many of the responsibilities related to business previously brought forward to the University Affairs Board (UAB) and the Planning and Budget Committee (PB). The CACs include approximately two dozen members and, consistent with the composition of UAB and PB, the majority of members are drawn from the internal campus community. Some matters brought forward to the CACs are recommended for approval to the CCs (subject to confirmation by the Executive Committee). Other proposals are then recommended by the CCs to the Boards and then possibly the Governing Council itself.

The **Agenda Committees** (ACs) are smaller bodies and, in addition to having a formal agenda setting role for meetings of the CCs, serve, in slightly expanded form, as the Nominating Committees for community members on the CCs.

For an authoritative and detailed list of the responsibilities of each of the bodies, refer to the Terms of Reference of the UTM Campus Council⁴ and the UTSC Campus Council.⁵

Appendix B

A Brief History of the Development of the UTM and UTSC Campus Councils and Their Standing Committees

The design of the UTM and UTSC Campus Councils and their Standing Committees arose from an iterative series of consultative steps.

1. Task Force on Governance, Phase One

As part of the University's Towards 2030⁶ planning exercise, a Task Force on Governance⁷ was established in 2007. During the first phase of its work, the Task Force was charged with identification of problems in order to clarify what worked well in governance and what did not. The Task Force concluded that there was no compelling reason to move away from the University's unicameral system of governance and that representation of the five key estates (administrative staff, alumni, students, teaching staff and Lieutenant-Governor-in-Council appointees) should be preserved. A core belief articulated by the Task Force was that the essential role of governance is to provide guidance on the University's long-term strategic directions and to provide active oversight of the University's management and that its role is not to duplicate that of the University's administration. Among many principles of good governance, the University's model needed to be compatible with the University's mission and it needed to be multi-dimensional, given the various and complex characteristics of the University. Following from this, a key outcome of the first phase was the conclusion that the University's governance must address the complexity of decision-making and improve governance oversight of all three campuses.

2. Task Force on Governance, Phase Two

During the second phase, the Task Force focused on determining solutions to concerns identified previously, along with other enhancements to governance. Among the recommendations emerging from phase two of the Task Force on Governance, one spoke explicitly to the creation of governance bodies, as part of the Governing Council structure, related to matters specific to the UTM and UTSC campuses: The Task Force 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" (Recommendation 20).³

The Task Force completed its Report on June 22, 2010.³ Following a full discussion, and addresses by representatives of two of the four Representative Student Committees,^{**} the Report was approved in principle, and an Implementation Committee was established by the Governing Council on October 28, 2010.⁸ The mandate of the Implementation Committee

^{**} The Representative Student Committees are the Students' Administrative Council (operating as the University of Toronto Students Union, UTSU), the Association of Part-time Undergraduate Students (APUS), the Graduate Students' Union (GSU), and the Scarborough Campus Students' Union (SCSU). For the purposes of the Review, the Erindale College Student Union (operating as the University of Toronto Mississauga Students' Union, UTMSU) is treated as if it is a Representative Student Committee.

included oversight and coordination of the implementation of a number of the Task Force's recommendations, including the recommendation for the establishment of campus affairs committees as outlined above.⁸

3. Working Group on Tri-Campus Matters

The Implementation Committee formed an *ad hoc* Working Group on Tri-Campus Matters which was charged with exploring in detail the manner in which Recommendation 20^{††} could be realized. The Working Group advanced the idea that the structures and processes developed for the UTM and UTSC campuses should be expected to enhance campus-based decision-making and ensure accountability with respect to that responsibility. It also emphasized that, in future, the governance structure should also be responsive or easily adapted to changes to the institution's administrative organization.

Independently, governance review committees were established at UTM and UTSC, which provided significant and essential input to the Working Group in the formulation of its recommendations.

Ultimately, the proposed structure included a Campus Council and three Standing Committees on each campus: an Academic Affairs Committee; a Campus Affairs Committee; and a formal agenda setting body for each Campus Council (which, with expanded membership, would also serve as a Nominating Committee), the Agenda Committee.

The Working Group consulted widely, and especially within the UTM and UTSC campus communities, with respect to the mandates and design of the governance bodies that would have responsibilities in respect of these two campuses. A summary of the consultation activities and the outcome of these are summarized in the documentation provided to members of the Governing Council on for its meeting held on June 25, 2012.⁹ This memorandum which also summarized the proposed Terms of Reference of the Campus Councils (revised as a result of the consultation process) included the following:

“As with any change process, implementation will highlight the need to refine and re-calibrate – and sometimes re-think – particular elements of a new model or process. Given the scope and importance of the proposed approach, the introduction of Campus Councils will merit a careful review. In this context, we would recommend that there be a review undertaken by the Governing Council after the first full year of operation.”

At this meeting, the Governing Council approved the Terms of Reference of the Campus Councils and Standing Committees, a requirement that quorum provisions be reconsidered, and the following:

^{††} Note: The Implementation Committee concluded that with respect to the St. George Campus, the campus-specific duties should be included in the Terms of Reference of the University Affairs Board along with the University-wide responsibilities for policy and oversight it would continue to have as recommended by the Task Force.

THAT, following the first year of operation, the Governing Council conduct a review of the new model to determine its effectiveness and any changes that might be necessary.¹⁰

4. Further Consultation and Changes to Membership and Quorum Provisions

In the period between June and December, 2012, further consultation took place with respect to the quorum and membership provisions for the UTM and UTSC-related bodies. This series of consultation activities is summarized in the documentation⁹ provided to the Governing Council for its meeting held on December 13, 2012 as well as in the minutes for that meeting.¹¹

The Governing Council was addressed by representatives of several of Representative Student Committees, and a member of the teaching staff. The Governing Council considered and approved changes to quorum and membership provisions.

The Campus Councils and their Standing Committees came into effect on July 1, 2013, and each of the bodies held their first meetings in the fall of 2013.

Appendix C

Identification, Recruitment, Election and Selection of Members of the Campus Councils

With procedures consistent with the principles underlying Recommendations 5 through 10 of the Task Force on Governance,³ the identification, election and selection of members of the Campus Councils follows a process similar to, or adapted from, those established elsewhere in governance.

Members of the Governing Council, regardless of estate, are appointed by the Governing Council. The Chairs and Vice-Chairs of the UTM and UTSC Campus Councils are elected annually from among the Governors appointed to the respective Councils. Non-Governing Council student members are elected annually for one-year terms and may be re-elected.^{**} Non-Governor teaching staff and administrative staff members are elected for three-year terms and may also be re-elected.^{**}

Following a broad call for applications, alumni and individuals from the broader community with close relationships to UTM or UTSC are nominated or put their names forward to become members for the eight positions available on the Campus Councils, and the two positions available on the CACs. Using the principles established by the Task Force on Governance, the Nominating Committees take into account the knowledge, skills, and experience of each applicant. Efforts are made to ensure diverse representation from campus communities, the broader communities, as well as from among key stakeholder groups, so that the governance bodies may benefit from the varied views of community and alumni members. The Nominating Committees also consider involvement in, and contributions to, the campus communities; and experience in governance, especially in not-for-profit or public sector organizations.

^{**} Non-Governing Council members may serve for a maximum of nine consecutive years.

Appendix D

The Requirement for a Review

The memorandum summarizing the proposed Terms of Reference of the Campus Councils and their Standing Committees presented to the Governing Council on June 25, 2012 included the following recommendation:

“As with any change process, implementation will highlight the need to refine and re-calibrate – and sometimes re-think – particular elements of a new model or process. Given the scope and importance of the proposed approach, the introduction of Campus Councils will merit a careful review. In this context, we would recommend that there a review be undertaken by the Governing Council after the first full year of operation.”¹²

Accordingly, the resolution approving the Terms of Reference included the following provision:

“THAT, following the first year of operation, the Governing Council conduct a review of the new model to determine its effectiveness and any changes that might be necessary.”¹

During the course of the first year of operation, the Secretariat has compiled a short list of issues identified by Chairs, Vice-Chairs, and members of various bodies, Assessors and other members of the Administration, as well as issues recognized within the Secretariat itself.

Matters of substance which require careful analysis and consideration are reflected in the proposed Terms of Reference for a Review Committee. These include the primary mandate of the review (i.e., determining the efficacy of the model), issues related to the Terms of Reference of the Standing Committees, and issues related to orientation and on-going education.

Other issues are simply operational and will be addressed within the Secretariat during the summer of 2014, or as soon as practical. These issues include, but are not limited to, expansion of the Calendar of Business system/database; the workflow of proposals which enter governance at UTM or UTSC with governance paths leading to the Boards, the Executive Committee, and the Governing Council; and other workflow processes.

As a review conducted by the Governing Council, the Committee is proposed to comprise Governors and members of the Campus Councils and their Standing Committees, and will be supported by the Secretariat. However, the Committee may, and it is proposed to, actively seek the advice and input of members of the University of Toronto community, including various associations, the Representative Student Committees^{§§} and Student Societies, and relevant members of the Administration.

^{§§} These are the Students' Administrative Council (operating as the University of Toronto Students Union, UTSU), the Association of Part-time Undergraduate Students (APUS), the Graduate Students' Union (GSU), and the Scarborough Campus Students' Union (SCSU). For the purposes of the Review, the Erindale College Student Union (operating as the University of Toronto Mississauga Students' Union, UTMSU) will be treated as if it is a Representative Student Committee.

Committee to Review the UTM and UTSC Campus Councils: Terms of Reference

It is suggested that a broad (tri-campus) call for submissions would be distributed, with targeted communications for members of the UTM and UTSC communities, including the relevant associations and student societies. It is also suggested that the Committee consider in-person consultations.

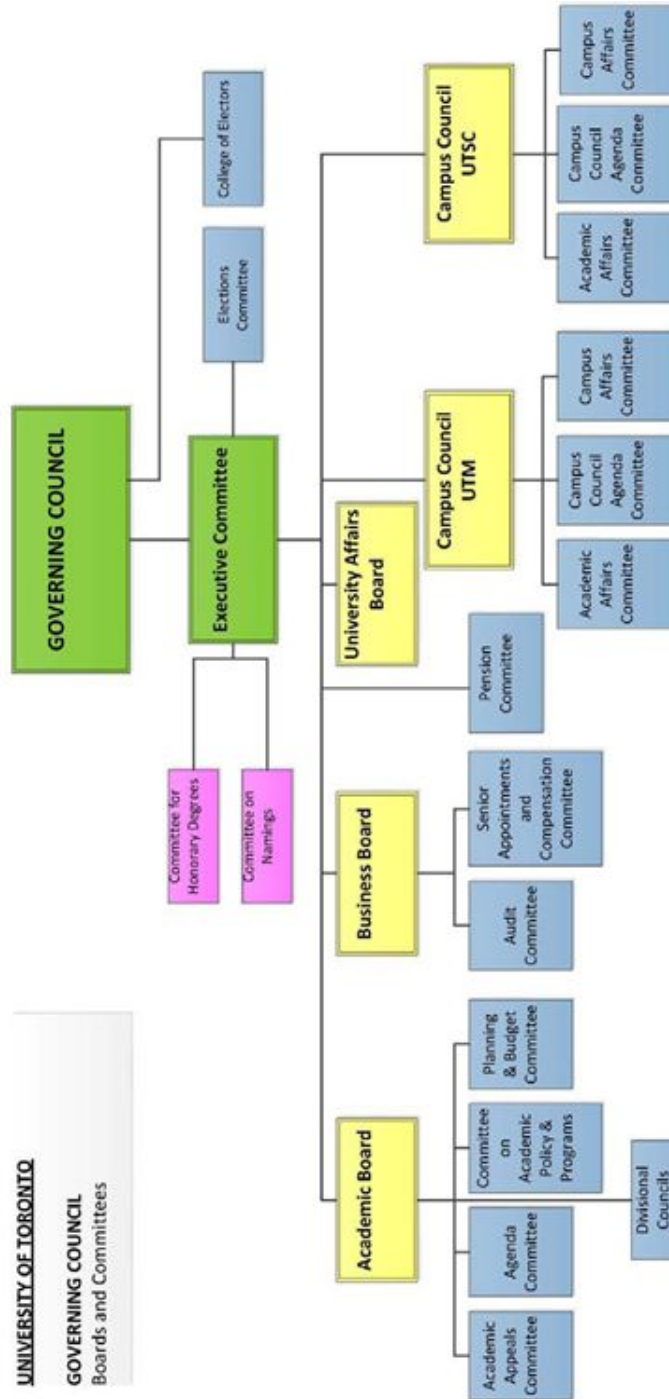
In addition, other information would be provided in order to assist the proposed Committee in its work (including, but not limited to: feedback provided by members through orientation and year-end surveys; lists of matters considered and the decisions therefor as well as those presented for information; attendance data; and other relevant information).

CONFIDENTIAL CONSULTATION DRAFT

Committee to Review the UTM and UTSC Campus Councils: Terms of Reference

Appendix E

Organizational Chart of the Governing Council



CONFIDENTIAL CONSULTATION DRAFT

Committee to Review the UTM and UTSC Campus Councils: Terms of Reference

Endnotes

- ¹ <http://uoft.me/GC2012Jun25>
- ² http://www.vpacademic.utoronto.ca/Quality_Assurance/UTQAP.htm
- ³ <http://uoft.me/ReportTaskForce>
- ⁴ <http://uoft.me/utmcctor>
- ⁵ <http://uoft.me/utscctor>
- ⁶ <http://www.towards2030.utoronto.ca>
- ⁷ http://www.towards2030.utoronto.ca/gov-terms_of_ref.html
- ⁸ <http://uoft.me/GC2010Oct28>
- ⁹ <http://uoft.me/CCsProposedQuorum>
- ¹⁰ <http://uoft.me/GC2012Jun25>
- ¹¹ <http://uoft.me/GC2012Dec13>
- ¹² <http://uoft.me/CCsProposedTOR>



To: Governing Council
Academic Board
Business Board
University Affairs Board
Campus Councils and Standing Committees
Principals, Deans, Academic Directors and Chairs
Professionals, Managers and Confidential Staff
President of UTFA
Presidents of Employee Unions
Presidents of APUS, GSU, SCSU, UTMSU, and UTSU
Faculty, Students and Staff of the University of Toronto Mississauga (UTM)
Faculty, Students and Staff of the University of Toronto Scarborough (UTSC)

From: Shirley Hoy, Vice-Chair of the Governing Council
Chair of the Committee to Review the UTM and UTSC Campus Councils

Date: September 19, 2014

CC: The Bulletin

Re: **Committee to Review the UTM and UTSC Campus Councils (CRCC)
Call For Submissions**

The Terms of Reference for the UTM and UTSC Campus Councils and their Standing Committees, approved by the University of Toronto's Governing Council in June 2012, mandates a review of the new governance model at the end of the first year of operation:

“THAT, following the first year of operation, the Governing Council conduct a review of the new model to determine its effectiveness and any changes that might be necessary.”ⁱ

At its meeting on June 25, 2014, the Governing Council established the Committee to Review the UTM and UTSC Campus Councils (CRCC) to fulfill the resolution's requirement. The CRCC is charged with conducting a review of the manner in which the Campus Councils and their Standing Committees operated in the 2013-14 academic year.

Specifically, the tasks of the CRCC are to: evaluate the efficacy of the model and the manner in which it has been implemented, report its findings, and recommend refinements which would enhance the ability of the Campus Councils and their Committees to execute their respective mandates. It is expected that the CRCC's recommendations will be considered by the Governing Council at its meeting in December 2014. The CRCC's Terms of Reference can be found at the following link: <http://uoft.me/CRCC>. Additional documentation regarding University of Toronto governance structures can be found on the website of the Office of the Governing Council: <http://www.governingcouncil.utoronto.ca/>.

The CRCC seeks input from the University of Toronto community to help inform its deliberations and its recommendations to the Governing Council. Members of the University of Toronto community are invited to provide their feedback and comments to the CRCC by October 10, 2014 through the following website: <https://www.surveymonkey.com/s/2CM78ZN>.

Your contribution to the review process is appreciated.

ⁱ <http://uoft.me/GC2012Jun25>



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Mr. Louis Charpentier, Secretary of the Governing Council
CONTACT INFO: 416-978-2118, l.charpentier@utoronto.ca

PRESENTER: Mr. Andrew Arifuzzaman, Chief Administrative Officer (CAO)
CONTACT INFO: 416-287-5103, arifuzzaman@utsc.utoronto.ca

DATE: Wednesday, October 15, 2014

AGENDA ITEM: 6

ITEM IDENTIFICATION:

Consideration of Budget Matters by UTM and UTSC Campus Councils (CC) and Campus Affairs Committees (CAC)

JURISDICTIONAL INFORMATION:

Section 2(14) (e) of the *University of Toronto Act* empowers the Governing Council to “appoint committees and delegate thereto power and authority to act for the Governing Council with respect to matters, provided that where power and authority to act for the Governing Council are delegated, a majority of the members of the committee shall be members of the Governing Council.” Section 2(14) (na) permits delegation of authority to act for the Governing Council to committees that lack a majority of members from the Governing Council in certain purely academic areas: examinations, student academic awards, admission standards, curriculum and academic requirements.

The Governing Council has established Boards and Committees and assigned responsibilities among those bodies through their terms of reference. The Governing Council has periodically approved changes in Board and Committee terms of reference to respond to changing circumstances and expectations of governance.

GOVERNANCE PATH:

1. Governing Council [For Information] (September 11, 2014)
2. UTSC Campus Affairs Committee [For Information] (September 16, 2014)
3. **UTSC Campus Council [For Information] (October 15, 2014)**

UTSC Campus Council – Consideration of Budget Matters by UTM and UTSC Campus Councils and Campus Affairs Committees

PREVIOUS ACTION TAKEN:

At its meeting on June 25, 2012 the Governing Council approved the Terms of Reference for the University of Toronto Mississauga and University of Toronto Scarborough Campus Councils and Standing Committees, to be effective July 1, 2013. At its meeting on December 13, 2012 the Governing Council made revisions with regard to the quorum provisions for meetings and to the membership of the Campus Councils and their Standing Committees.

HIGHLIGHTS:

Section 5.7 of Campus Affairs Committees' Terms of Reference provides that the "annual budget is considered by the Committee for recommendation to the [UTM/UTSC] Council for inclusion in the University's annual operating budget." Appendix A of the Terms notes that this responsibility is executed as part of the campus' budget planning process. The Terms were not intended to assign approval responsibility and the process outlined below is a step toward clarifying the most apt role for the bodies and the manner in which the provision might be fulfilled.

During the inaugural year of the Campus Councils, it was agreed that the relevant members of governance leadership and the senior administration, along with the Secretariat, would work together to clarify the purpose and scope of this provision. Given the complexity of the University's budget, a number of key questions related to specific elements of the budget development process and the budget itself needed to be examined carefully to ensure that the respective roles of governance and the administration are understood and respected.

When the Terms of Reference for the Committee to Review the UTM and UTSC Campus Councils (CRCC) were approved, we indicated that discussions were underway among the Secretariat, the institutional administration, and the campus administrations, with respect to a process by which the current Terms of Reference could be honoured while also meeting the appropriate timelines for the current institutional administrative processes leading to the presentation of the University's Operating Budget to governance. We also hoped that an approach could be defined and put into place for the current governance year in advance of concluding the review. The detailed description below represents an approach that emerged from consultations over the summer with the Provost, the Vice-President, University Operations, the Executive Director, Planning and Budget, the Vice-Presidents and Principals, UTM and UTSC and the Chief Administrative Officers of UTM and UTSC. The Chairs of the Campus Councils and Campus Affairs Committee have also agreed with the process and its implementation in the current year.

The attached "process map" summarizes the approach discussed and delineates four components:

- (1) an integrated budget presentation to the CCs and CACs,
- (2) an overview of the proposed campus operating budgets,
- (3) the Provost's budget review meetings and
- (4) governance consideration of the University's operating budget.

(1) Integrated Budget Presentation

At the first meetings of the CACs in September – as an essential part of orientation and education – the Vice-President, University Operations and UTM and UTSC Chief Administrative Officers will provide integrated budget presentations based on current-year campus and institutional operating budgets. Members of the CCs will be invited to attend these sessions. At the CC meetings in the same governance cycle, the CAOs will make similar presentations.

(2) Overview of Proposed Campus Operating Budget

At the second meetings of the CACs and CCs (November and December, respectively), the Campus Administrations would provide general high-level overviews of the proposed campus operating budgets. The CACs and CCs would be asked to consider for information and advice the overall goals for the budget with reference to the campuses' Academic Plans and other relevant planning documents. The presentations would explore the principles on which decisions are made and the proposed uses of the resources available to the campus. They would articulate, for example, aspirations, goals, themes and areas of priority focus and key trends that affect decision-making. Discussions at the CACs and CCs would inform the campuses' annual budget discussions with the Provost and integration of campus budget plans into the University's budget.

(3) Provost's Budget Review Meetings

From October to December, the Provost convenes Academic Budget Review Meetings with each campus Principal and each Dean to consider their budget submissions. Divisions submit integrated budget plans which include multi-year enrolment, revenue, expense, faculty hiring and capital plans. Divisions work intensely over several months to prepare for their Academic Budget Review Meetings. Decisions arising from this process related to enrolment, the University Fund, and proposed Divisional/Campus budget envelopes from the University's Operating Budget. Following review and discussion by the President and the Vice-Presidents as a group, the University's Operating Budget is presented to Principals and Deans before proceeding to governance.

(4) University's Operating Budget

The University's Operating Budget – incorporating the UTM and UTSC campuses' operating budget envelopes – enters governance at the Planning and Budget Committee and moves through the Academic and Business Boards prior to approval by the Governing Council. During this period, the Vice-President, University Operations will make presentations for information at the CACs and CCs at their meetings in March and April, respectively. In addition to the comprehensive material provided to the bodies mentioned above, the presentations will include information on campus-specific allocations.

The steps described in the foregoing have been developed with the intent of respecting the provisions of the CACs' and CCs' Terms of Reference and the legitimate and respective roles of

UTSC Campus Council – Consideration of Budget Matters by UTM and UTSC Campus Councils and Campus Affairs Committees

governance and the administration. Following consideration by Governing Council at its meeting preceding the Orientation on September 11th, the proposed process could begin at the first meetings of the Campus Affairs Committees the following week.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION:

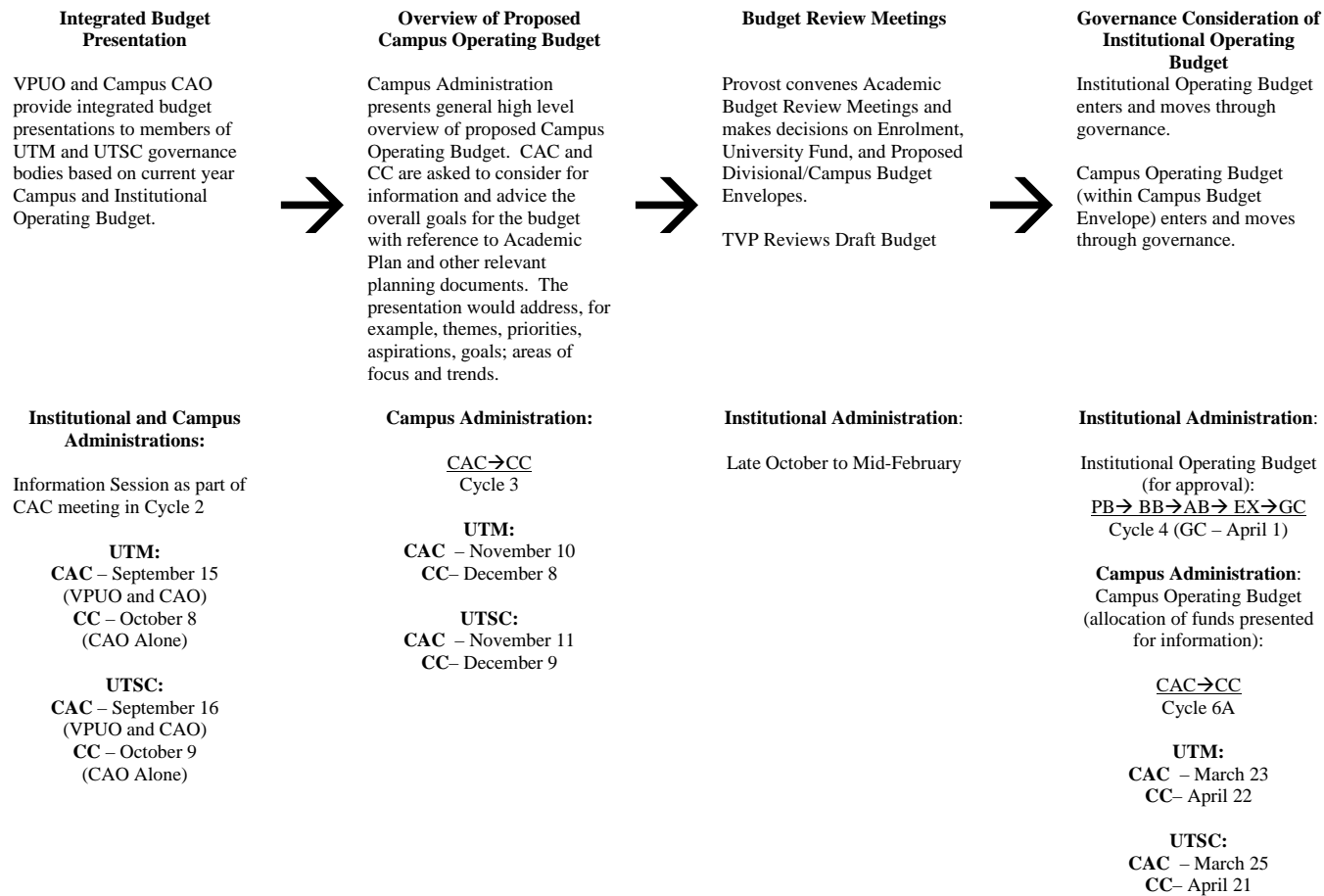
For Information

DOCUMENTATION PROVIDED:

Process Map: Consideration of Budget Matters by UTM and UTSC Campus Councils and Campus Affairs Committees

Presentation: Campus and Institutional Operating Budget

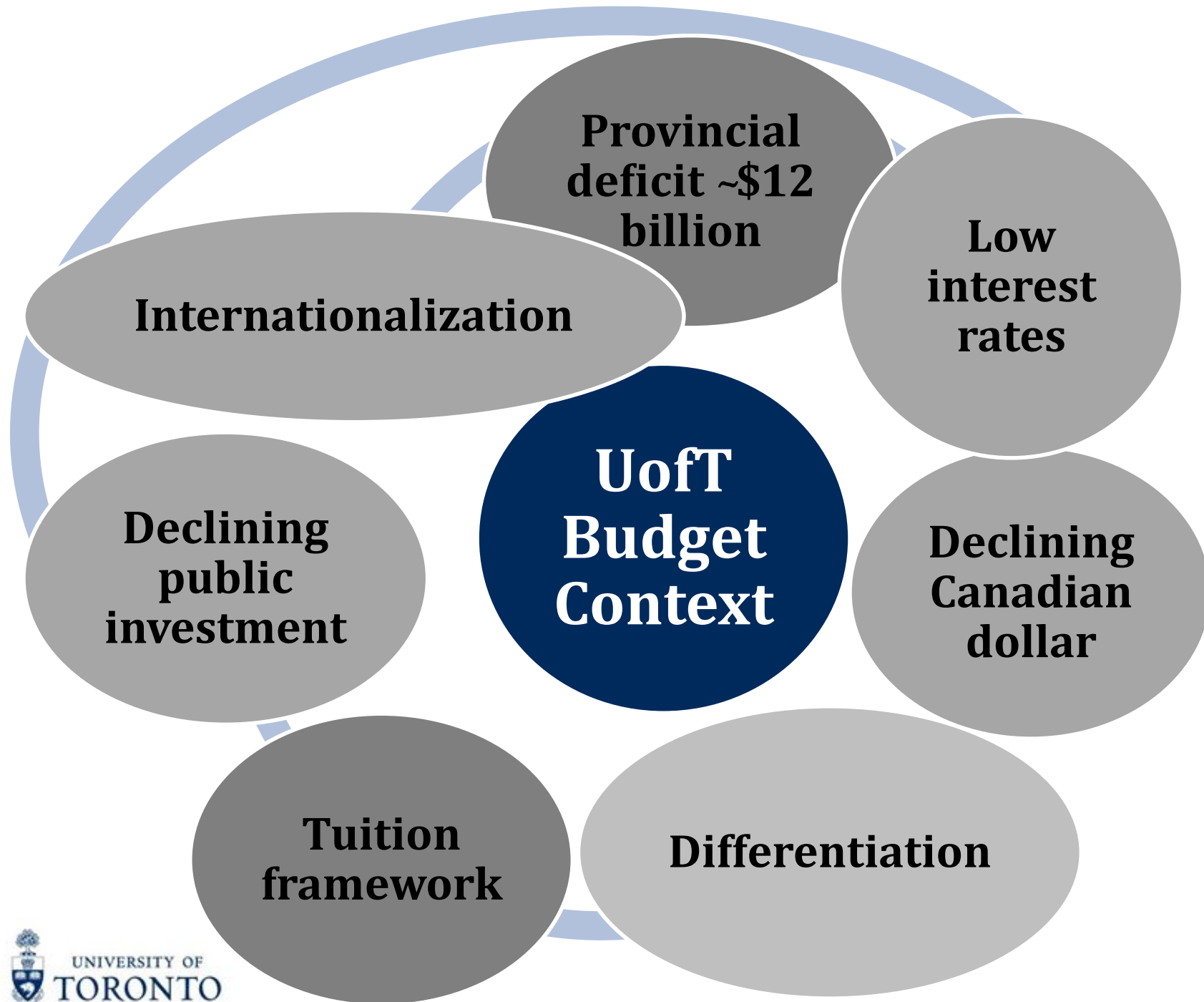
Process Map: Consideration of Budget Matters by UTM and UTSC Campus Councils and Campus Affairs Committees



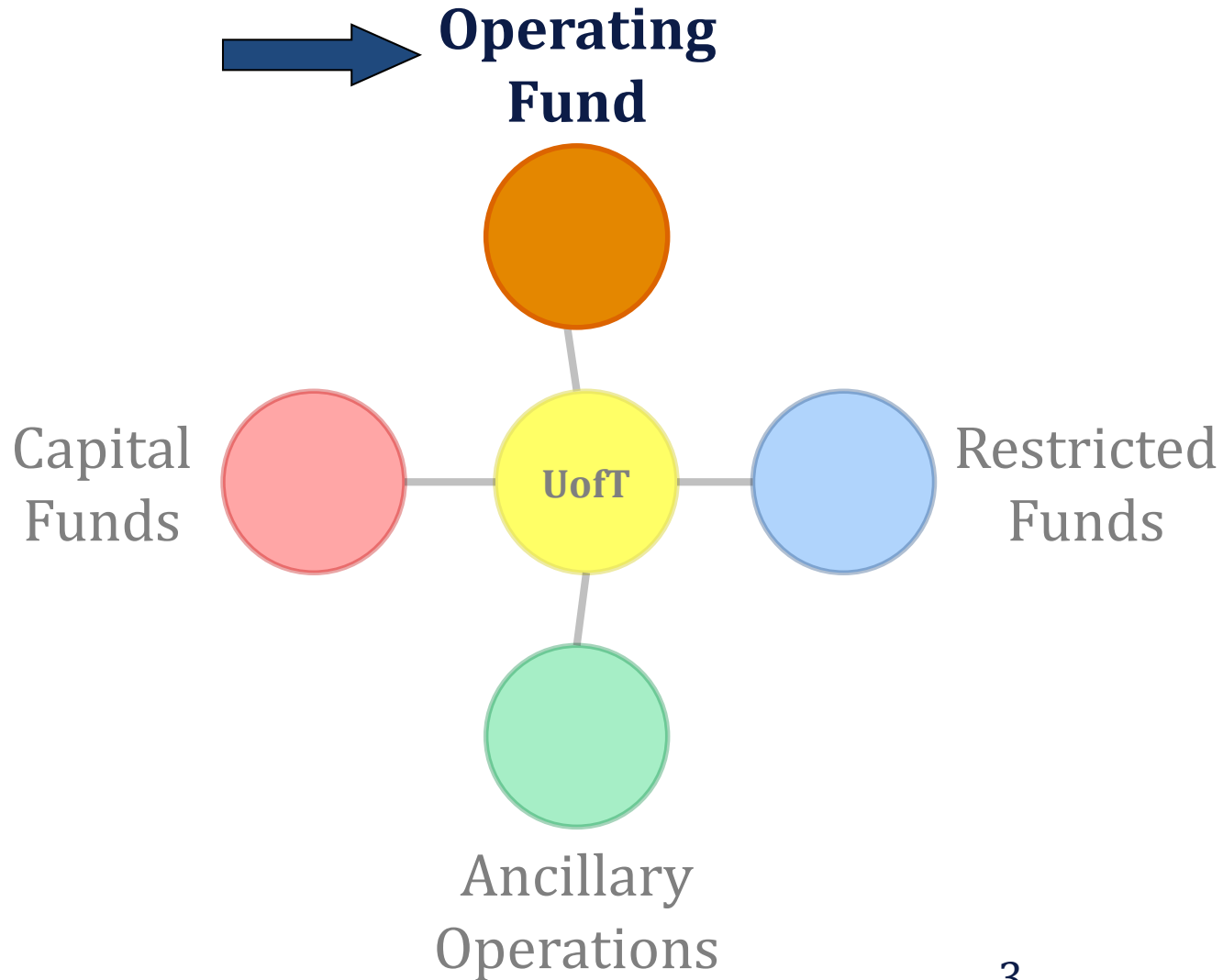


Campus and Institutional Operating Budget

UTSC Campus Council
October 15, 2014

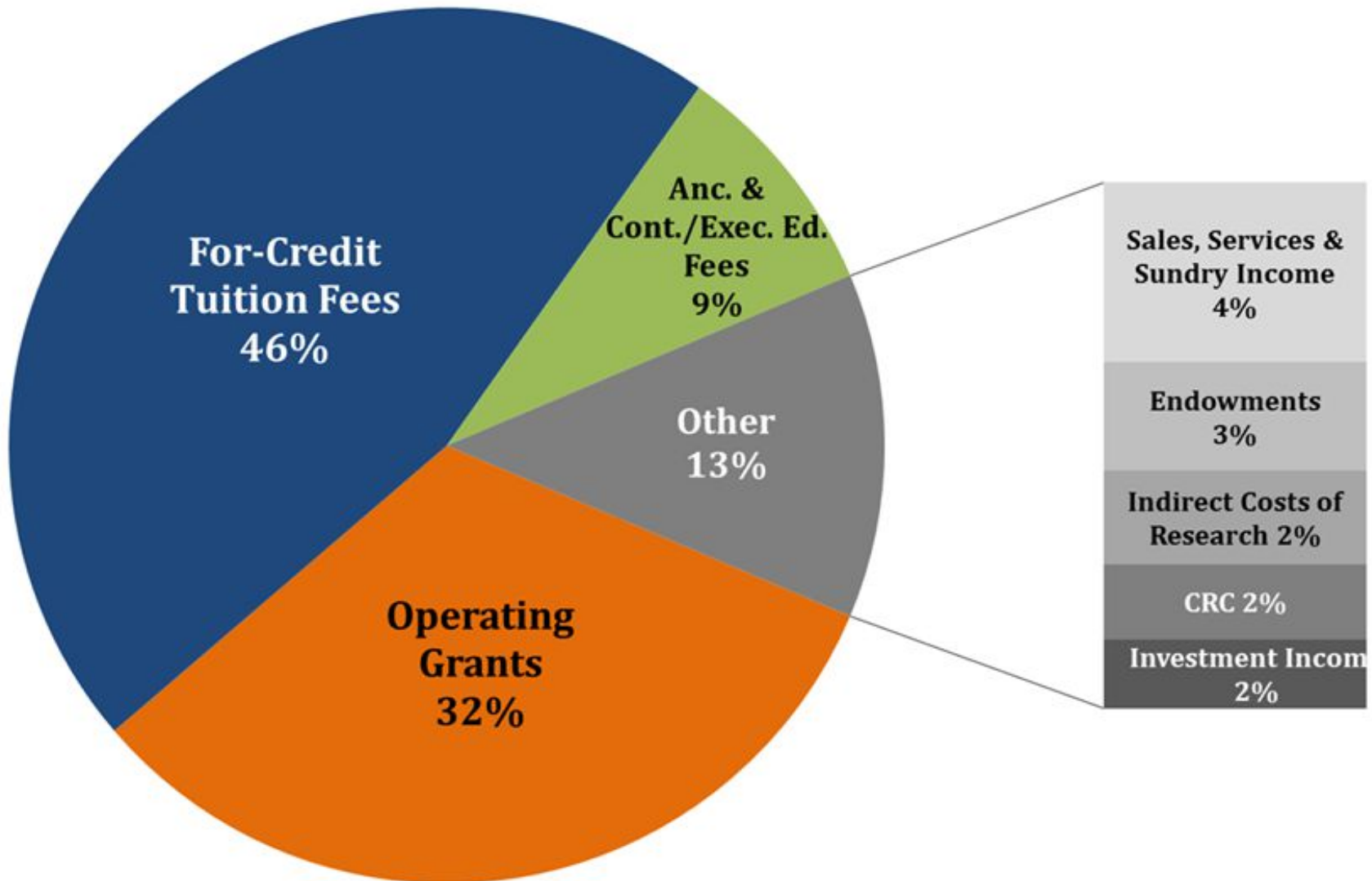


The 4 Funds

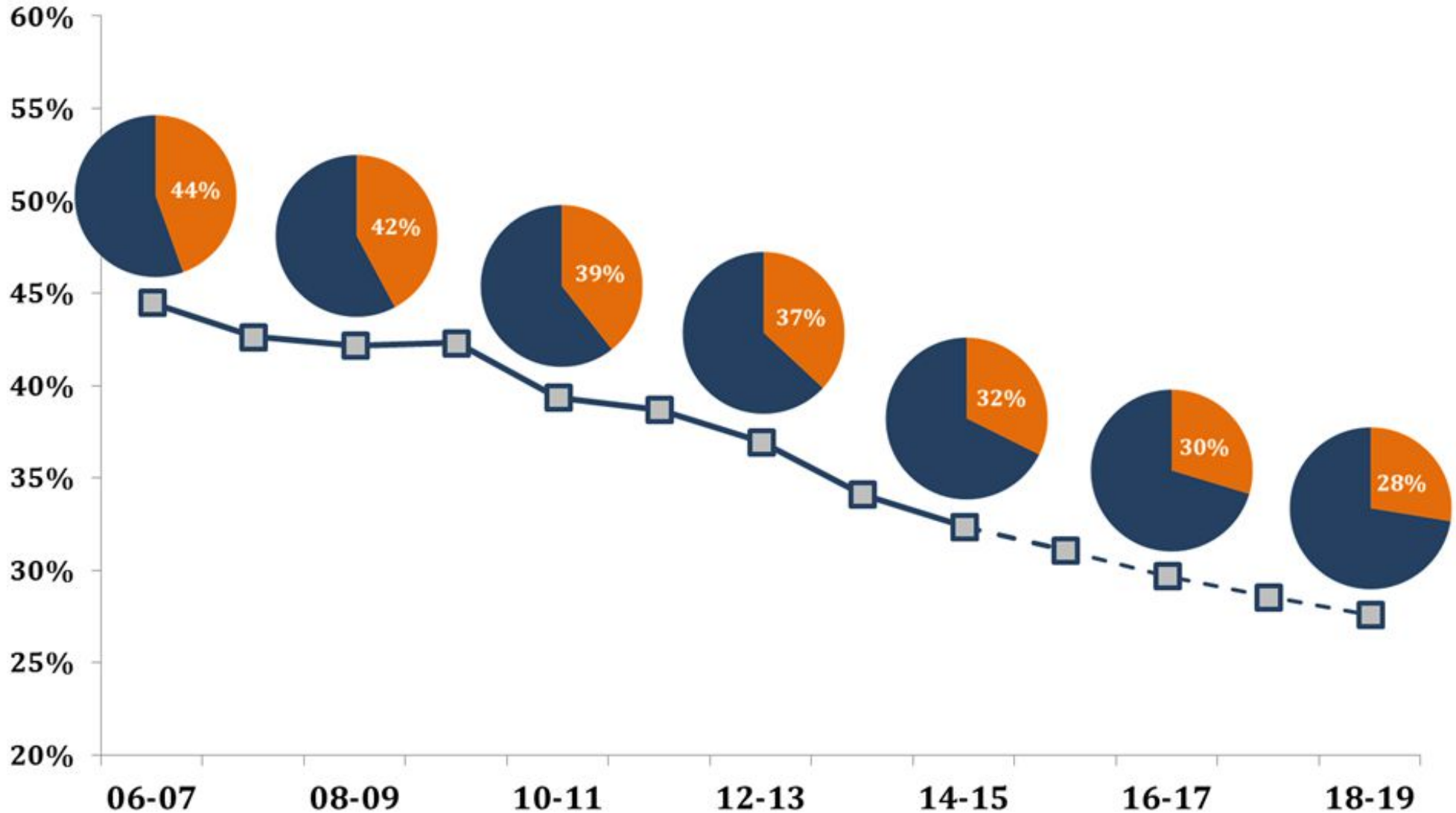


2014-15: a Balanced Budget

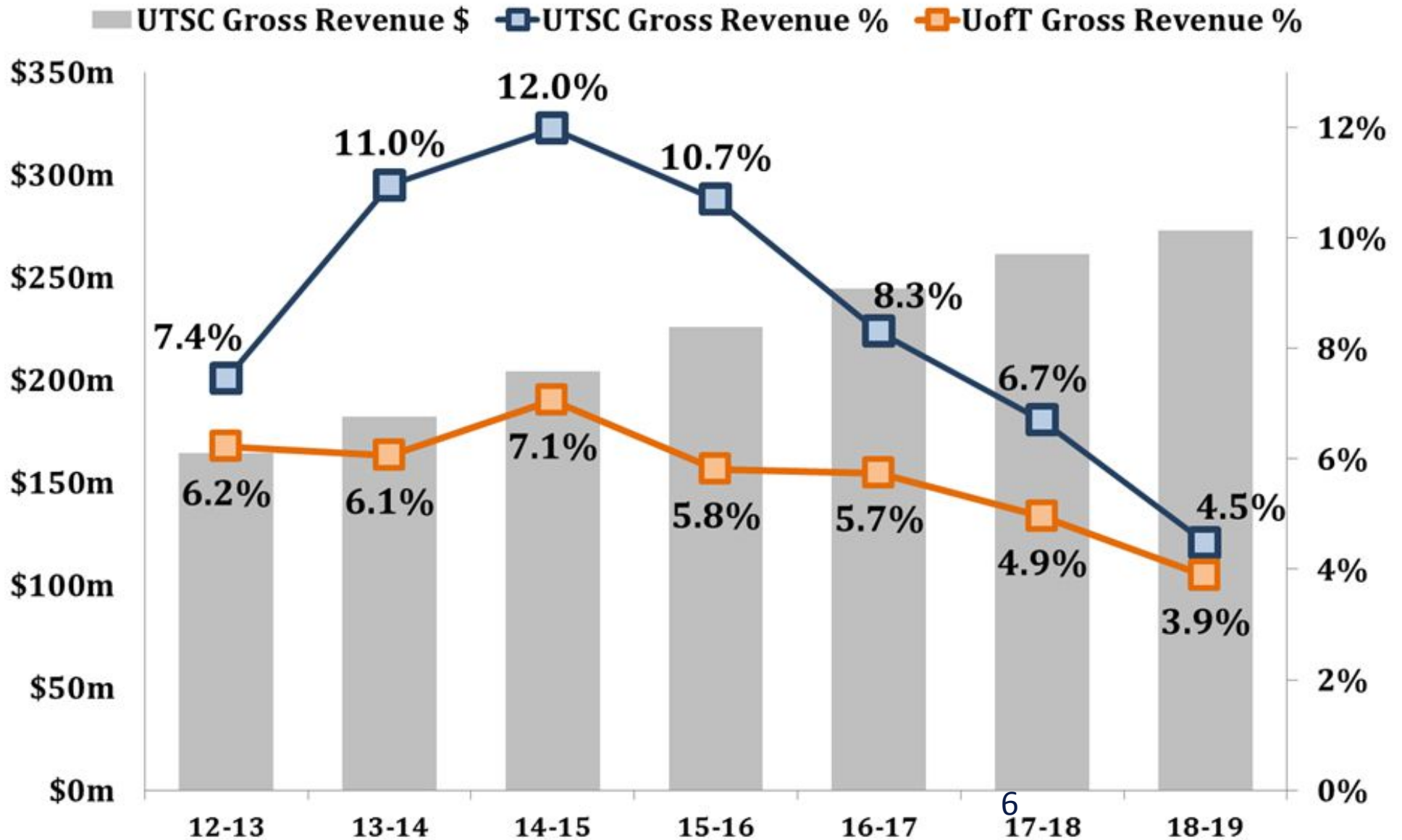
Revenue \$2.0 billion



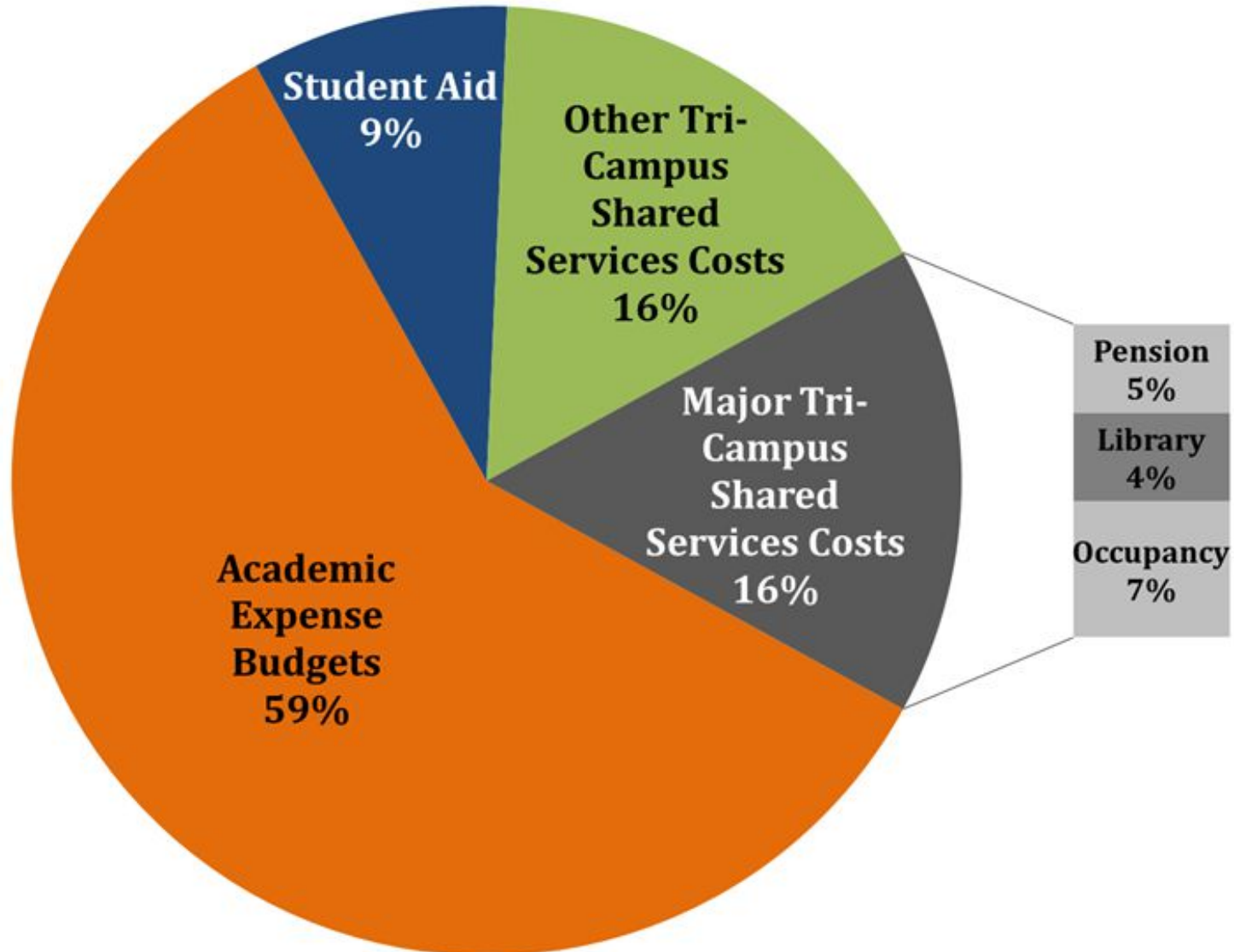
Provincial Operating Grant as a Share of Total Operating Revenue



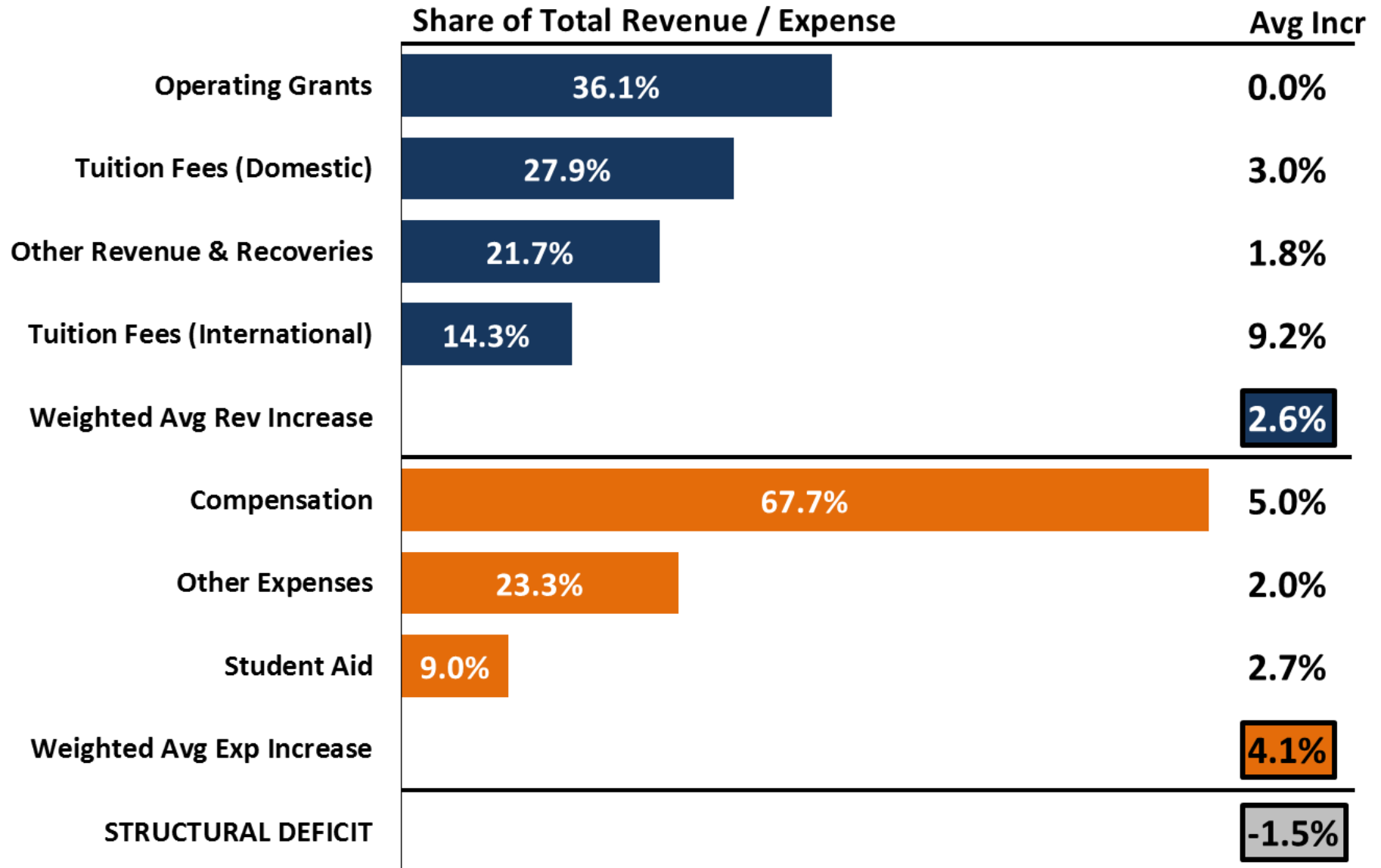
Revenue Growth at UTSC



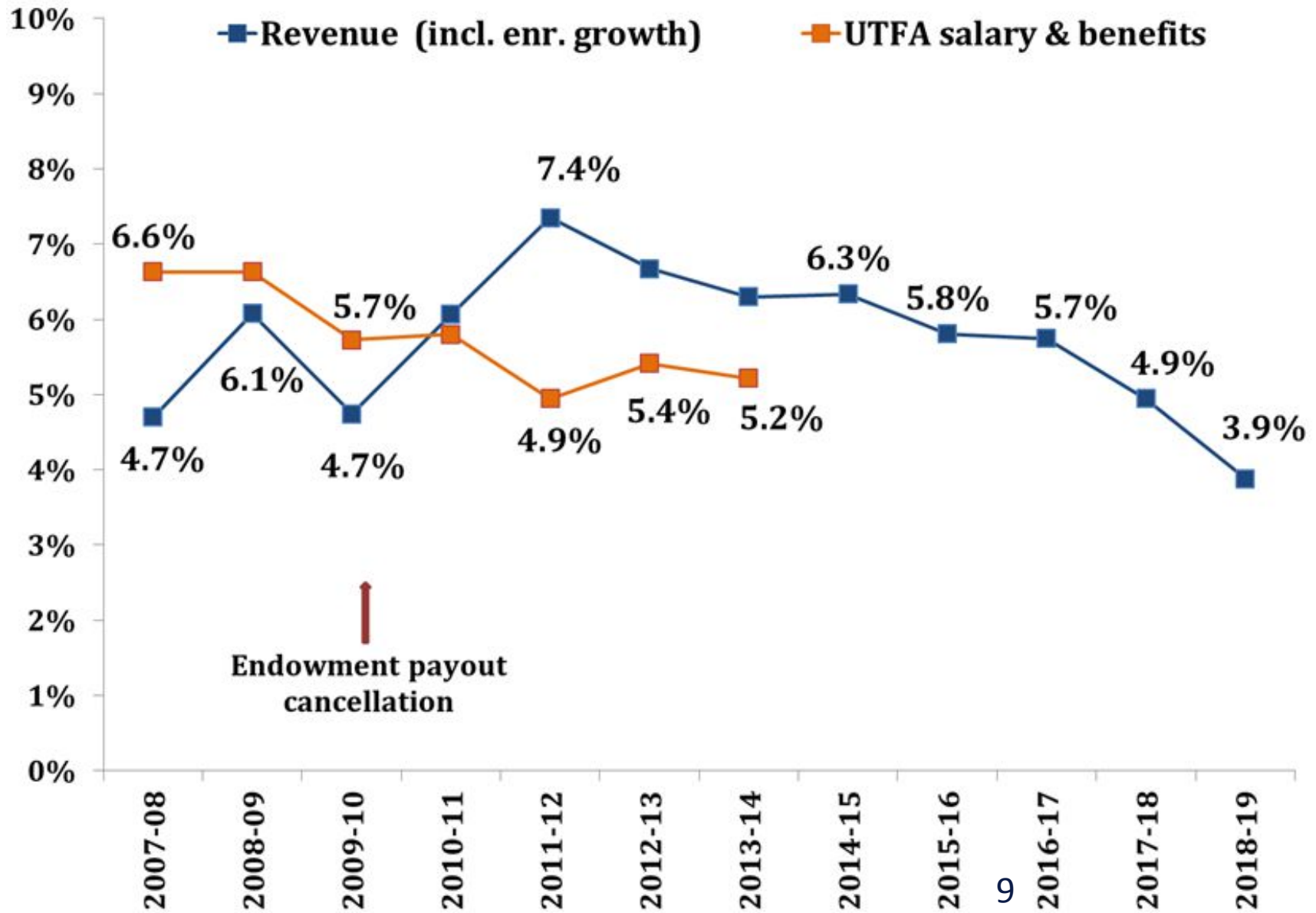
2014-15 Expenditure \$2.0 billion



Structural Budget Challenge at Steady State



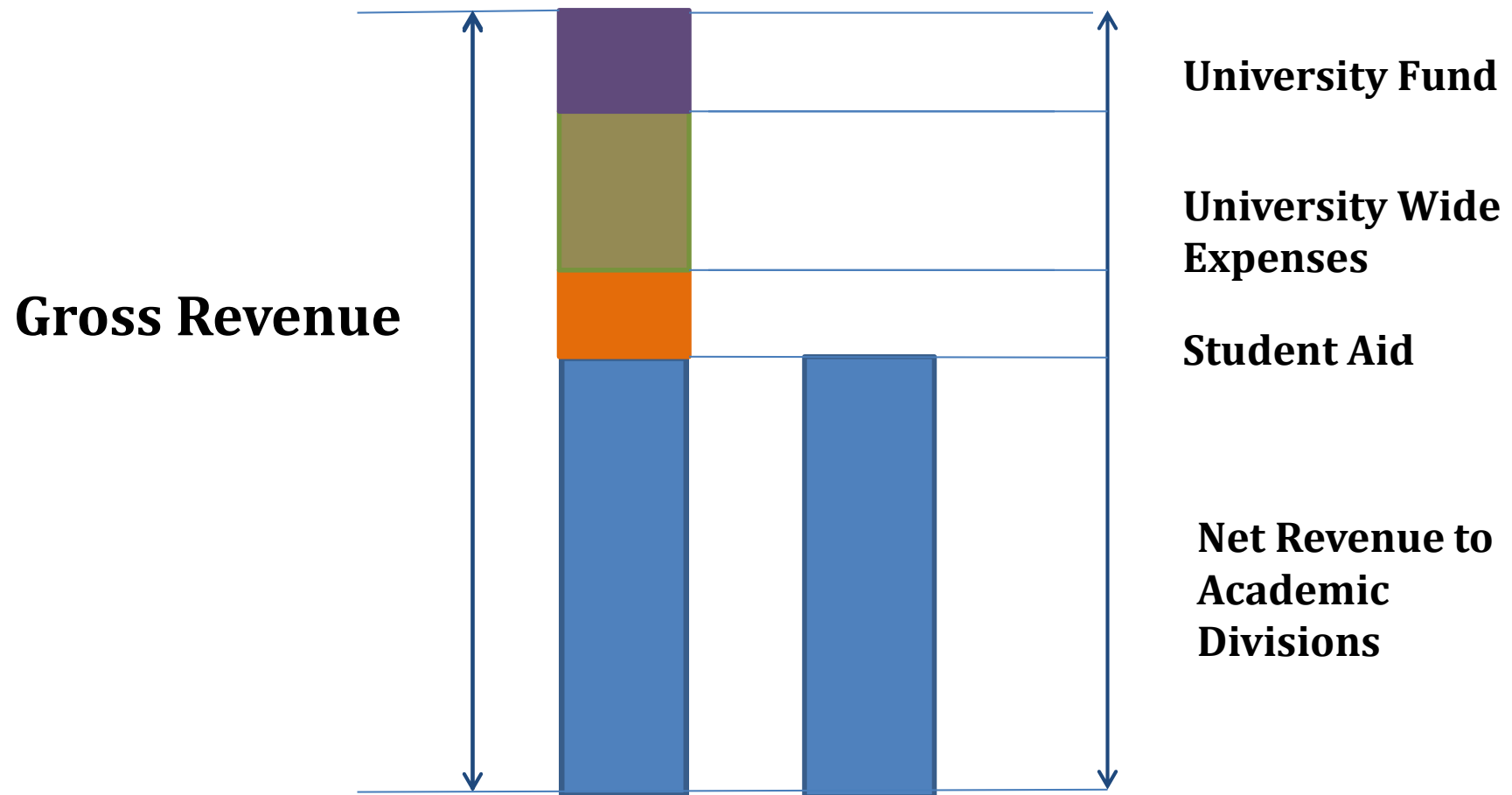
Rate of Growth Revenue vs. UTFA Salary and Benefits



Budget Model Principles

- **Minimize** administrative costs of the model
- Provide **incentives**
- Faculties should **strive** to generate revenues to cover their costs and share of central costs
- Revenue and expense cannot and **should not** be balanced at faculty or program level
- Support and encourage **inter-divisional** activity

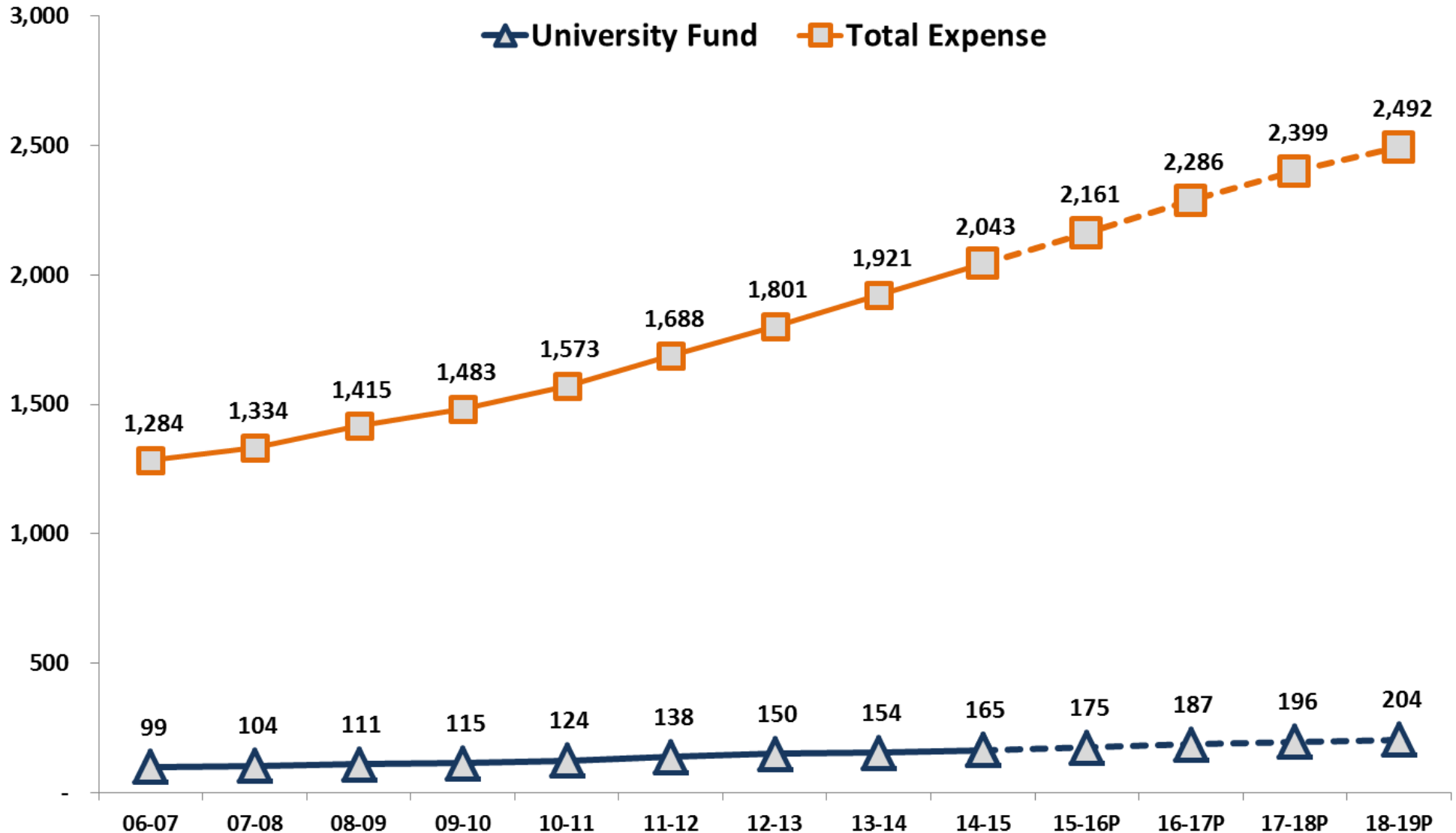
Net Revenue to Academic Divisions



University Fund

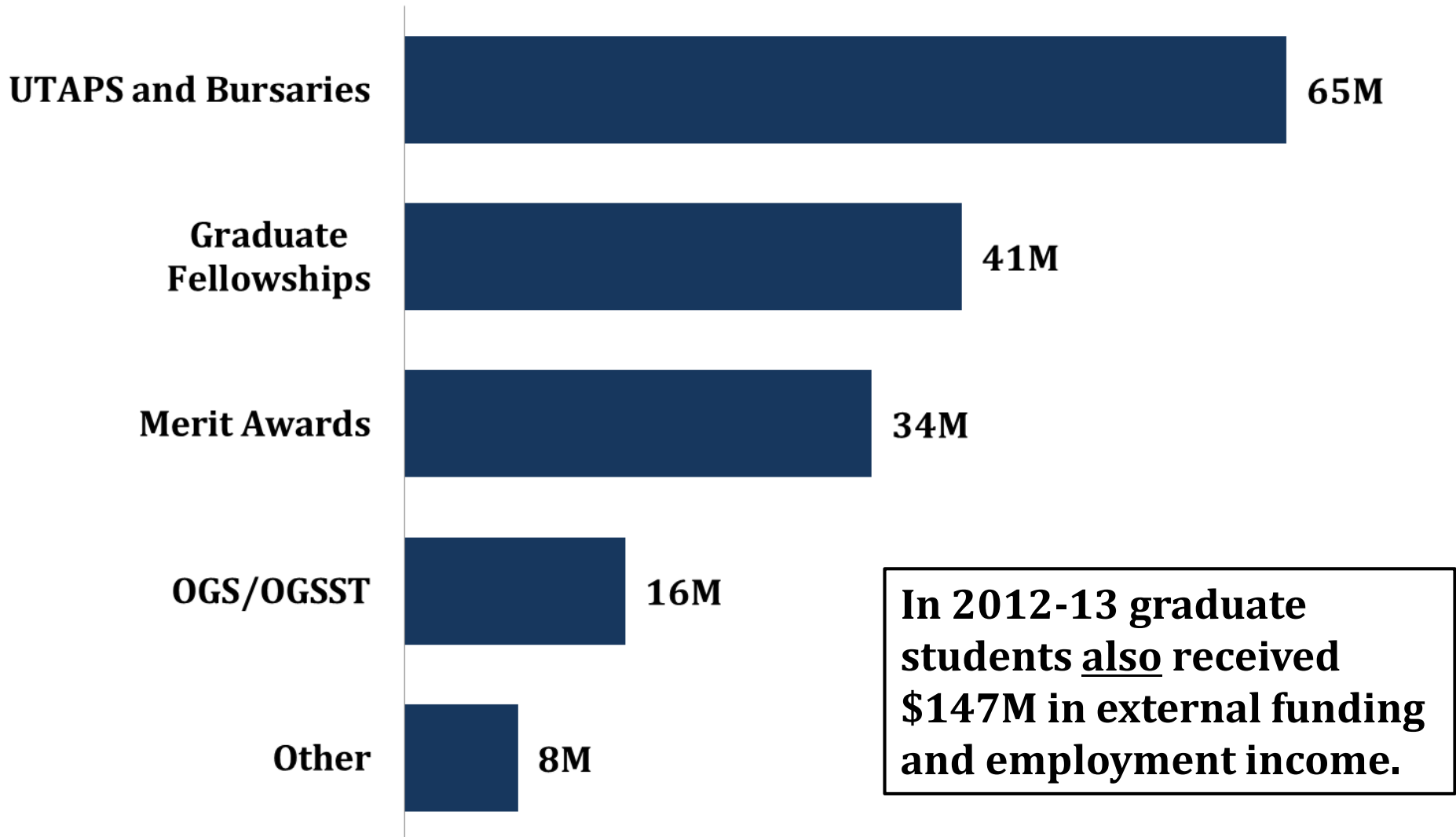
- Created by a 10% deduction from gross revenues, excluding segregated funds
- Intended to strengthen quality and provide stability, consistent with academic priorities
- Allocations based on academic plans and institutional priorities; not tied to revenues and costs

University Fund Relative to Total Expense Budget (\$ millions)



University of Toronto Student Assistance 2012-2013

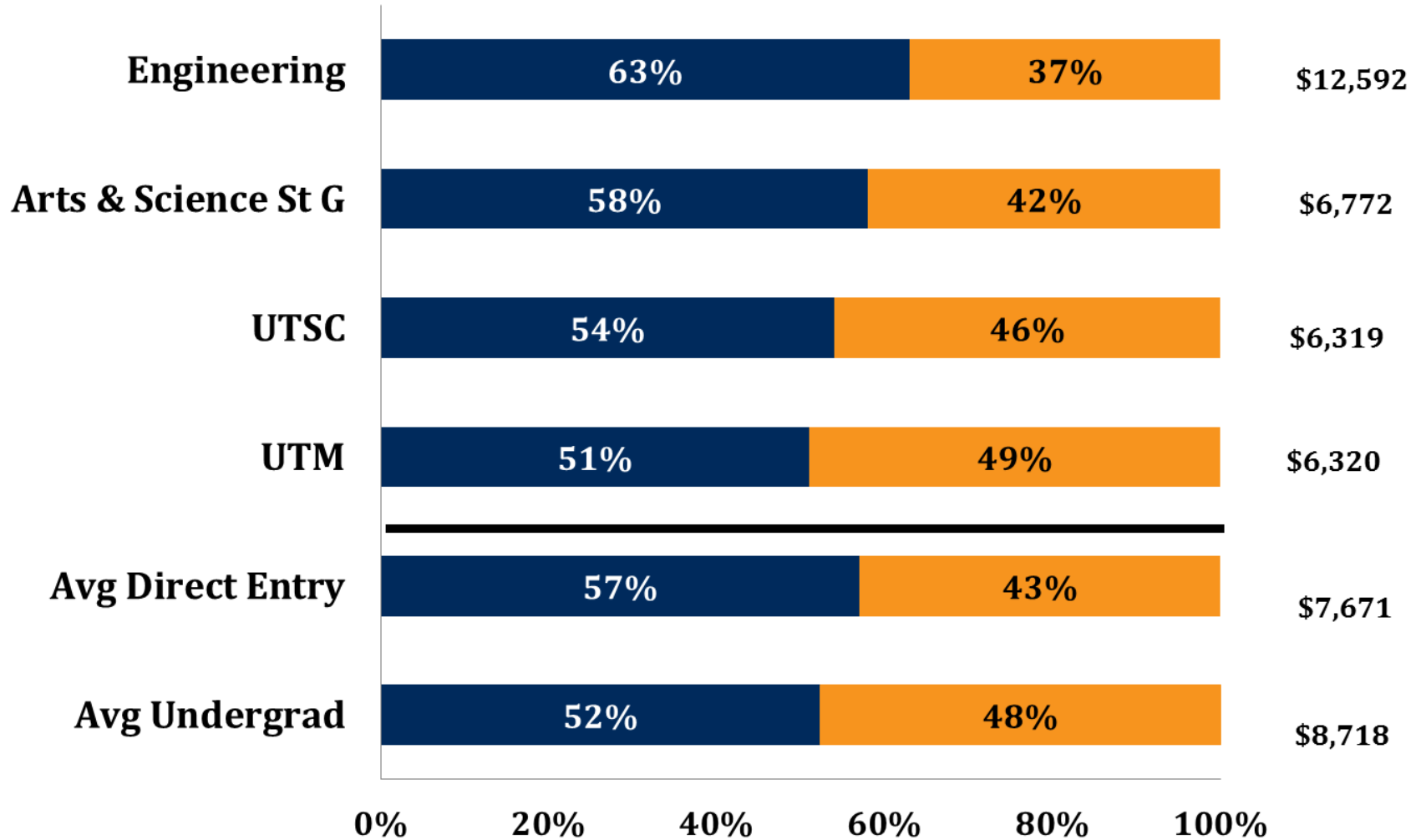
Total = \$164M

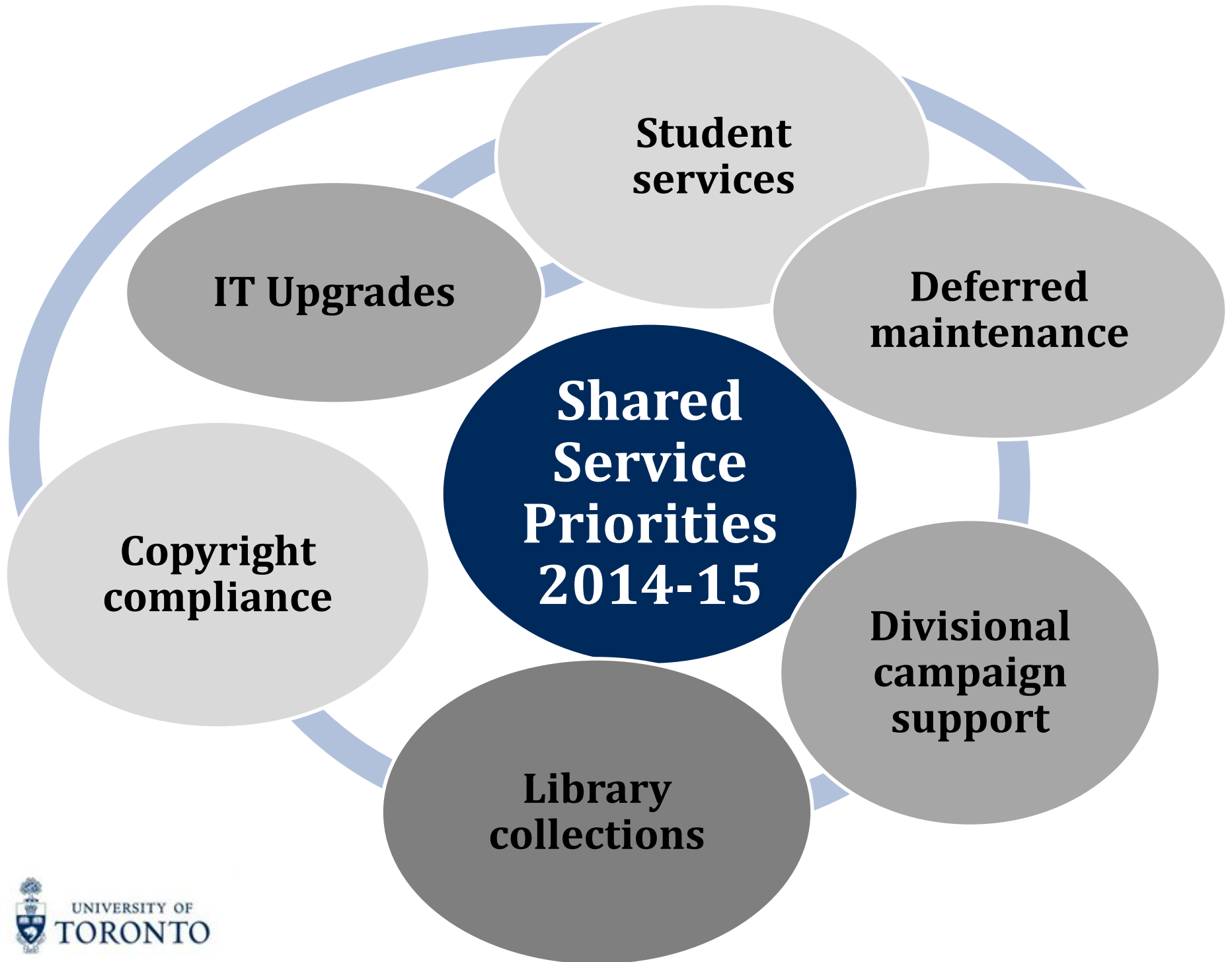


What do students pay?

The OSAP Population by Program Area and %

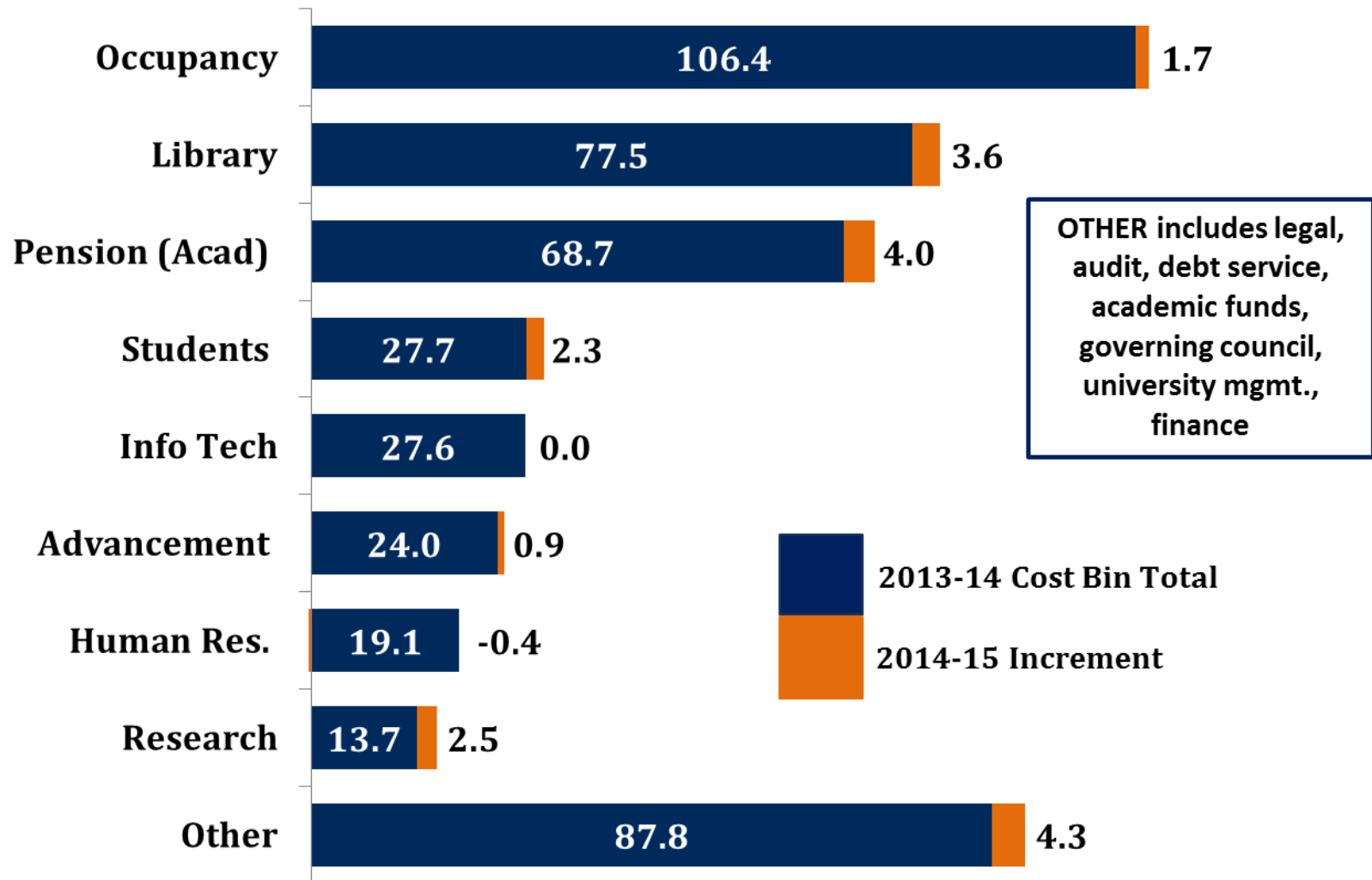
■ Tuition funded by UofT/OSAP grant/OTG ■ Tuition paid by student

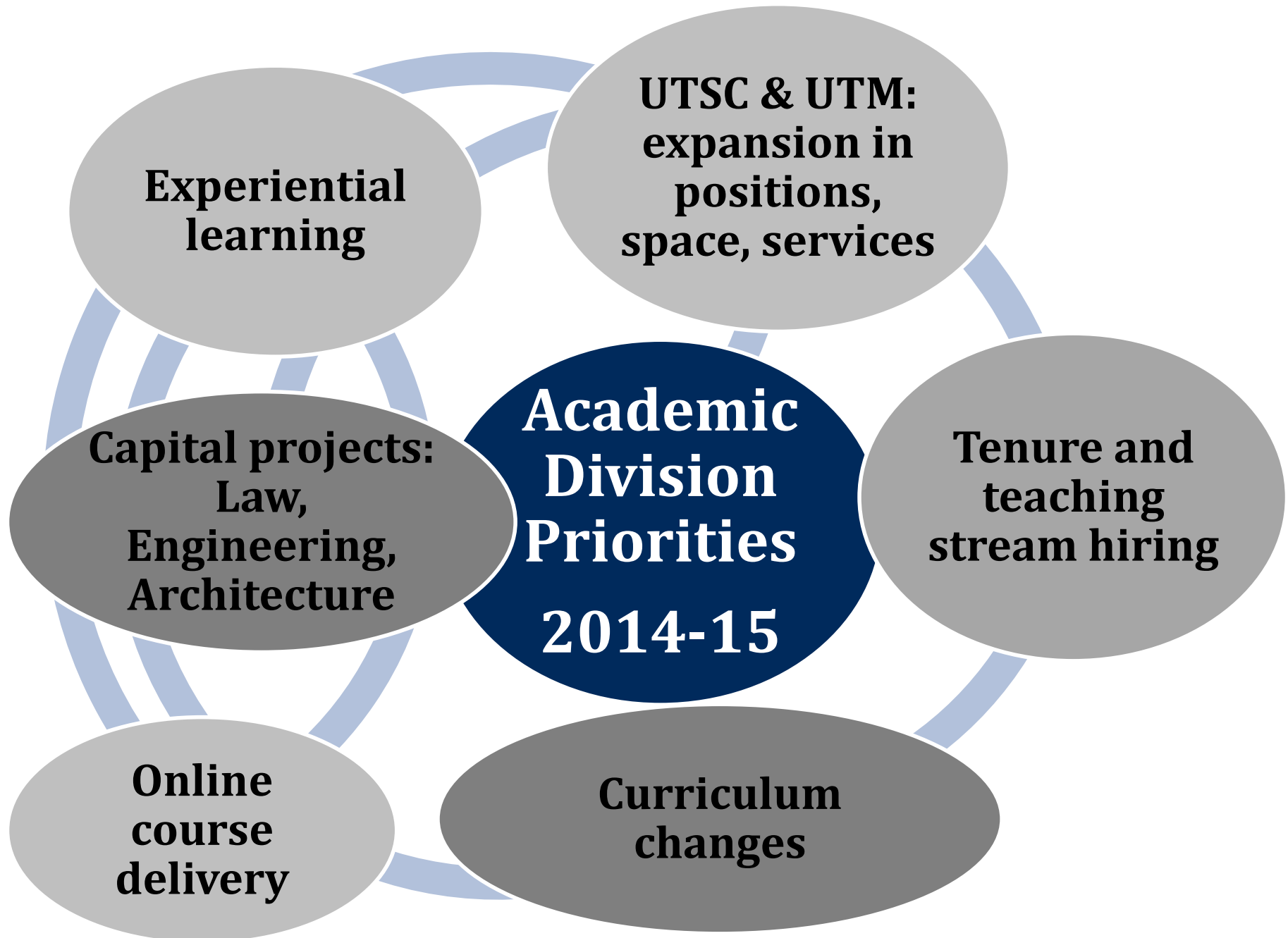




University Wide Costs by Bin 2013-14 to 2014-15

(excluding Federated Block Grant)





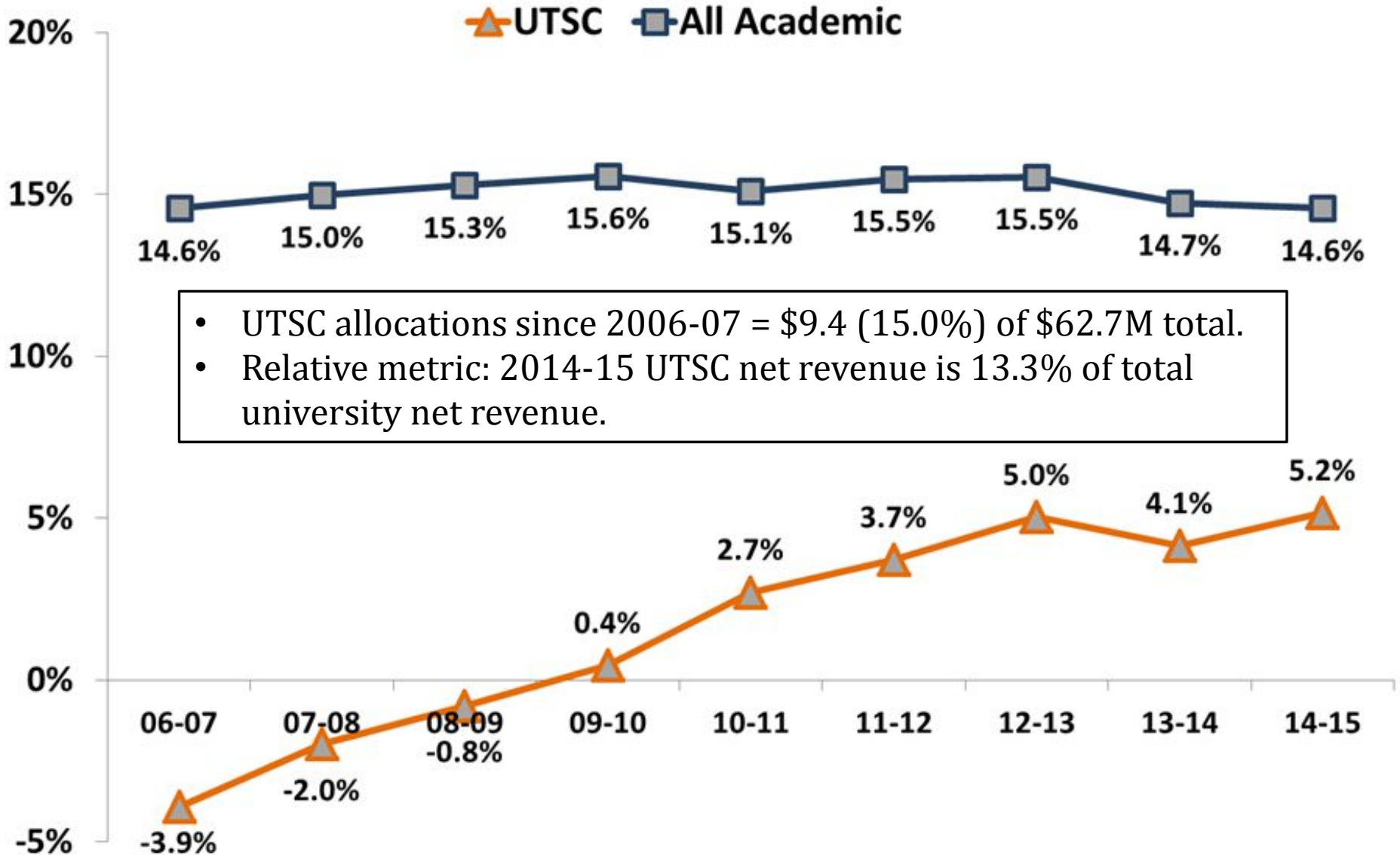
Academic Budget Review



University Fund Allocations 2014-15 \$10.5M

- \$4.0M OTO capital matching for UTM and UTSC
- \$3.3M tri-campus A&S tuition framework relief
- \$1.0M expansion of UCDF
- \$0.8M matching funds for Music student levy
- \$0.6M for ongoing grad expansion success in APSE
- \$0.25M for program expansion in Dentistry
- \$0.55M net adjustments to prior year

UF Allocations as % of Expense Budget



- UTSC allocations since 2006-07 = \$9.4 (15.0%) of \$62.7M total.
- Relative metric: 2014-15 UTSC net revenue is 13.3% of total university net revenue.



2014-15 CAMPUS BUDGET

2014-15 Revenue Budget: UTSC

Sources of Funds (\$M)		% of revenue
Operating Grants	61.5	33%
Tuition	115.2	61%
Investment & Misc. Income	4.8	2.5%
Research Overhead	1.1	< 1%
Grants & Endow. for Aid	0.6	<1%
Attributed Revenue	183.2	97%
University Fund Allocation	5.7	3%
Total Sources of Funds	188.9	100%

2014-15 University-Wide Costs: UTSC

University-Wide Costs (\$M)	
Student-related UWC	18.3
Faculty-related UWC (incl. Pension)	10.5
Research-related UWC	1.4
Other UWC	0.5
Total University-Wide Costs	\$30.7

UTSC Must Also Fund Costs as a Campus

Campus Cost	2014-15
Occupancy	\$ 15.3M
Library	4.5M
Student Life	3.1M
Admin, Finance and HR	7.7M
Information Technology	2.4M
Total	\$ 33.1M

2014-15 Operating Budget: UTSC

Operating Budget Allocation (\$M)	
Attributed Revenue	183.2
Student Aid	(8.5)
University-wide Costs	(30.7)
Revenue Net of UWC	\$ 143.9
University Fund Allocation	5.7
Campus Operating Budget	\$ 149.7
Campus Costs	(23.8)
Academic Operating Budget	\$ 125.9

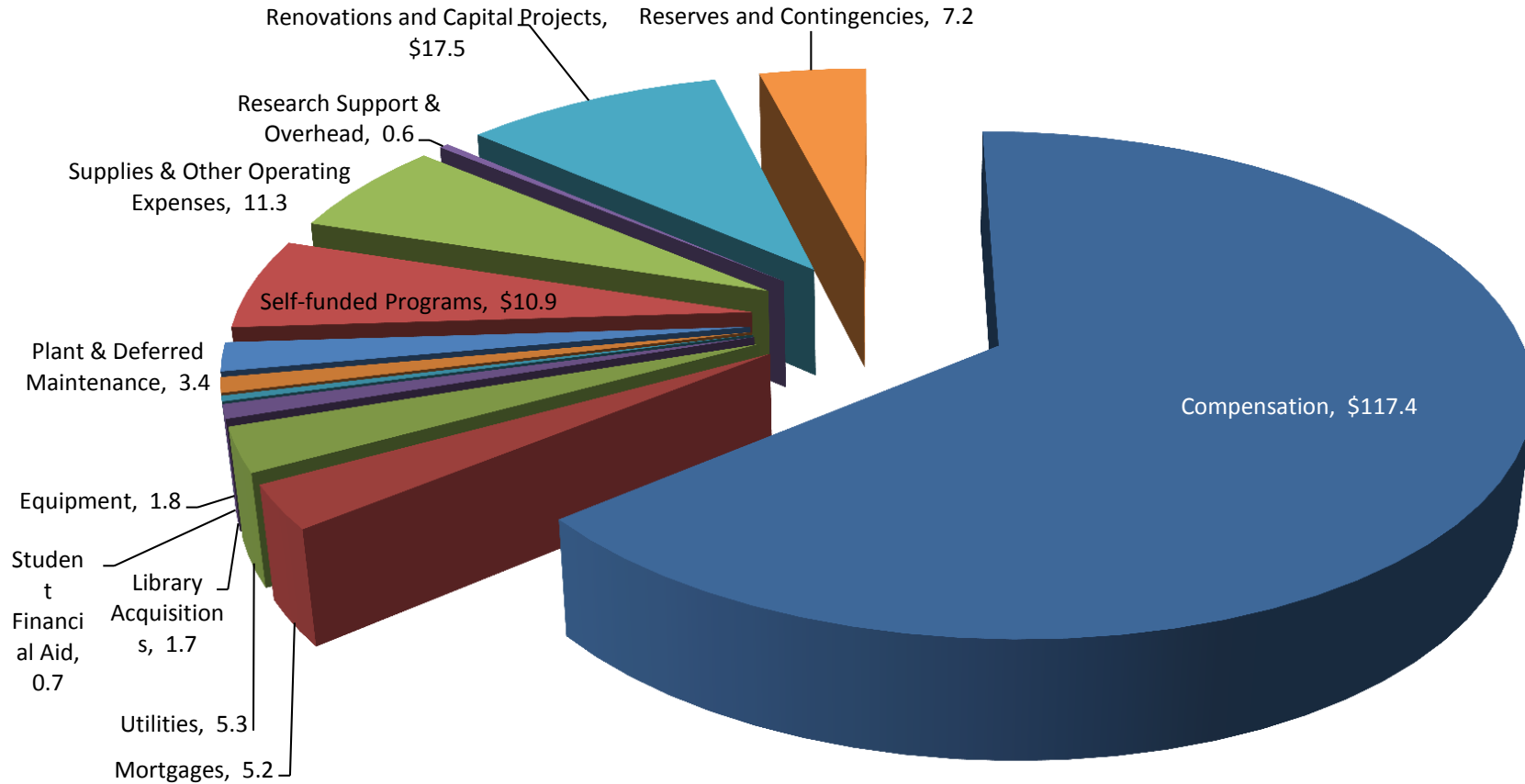
UTSC 2014-15 Budget by Expenditure Type

(in millions)

Net Revenue Attributed to UTSC	\$	149.7	82%
Divisional Revenues and Recoveries		33.4	18%
	\$	183.1	100%
Compensation	\$	117.4	64%
Mortgages		5.2	3%
Utilities		5.3	3%
Library Acquisitions		1.7	1%
Student Financial Aid		0.7	0%
Equipment		1.8	1%
Plant & Deferred Maintenance		3.4	2%
Self-funded Programs		10.9	6%
Supplies & Other Operating Expenses		11.3	6%
Research Support & Overhead		0.6	0%
Renovations and Capital Projects		17.5	10%
Reserves and Contingencies		7.2	4%
	\$	183.1	100%

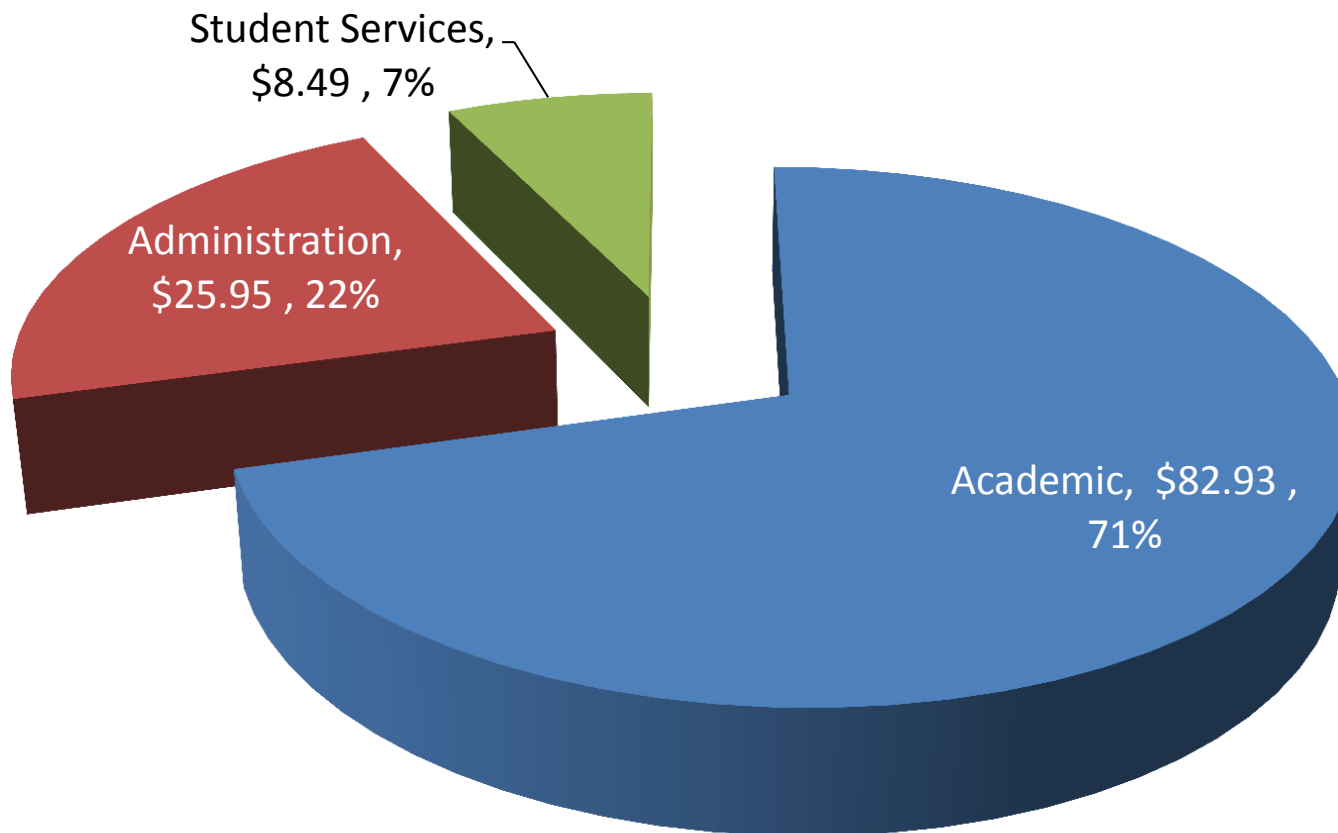
UTSC 2014-15 Budget by Expenditure Type

(in millions)

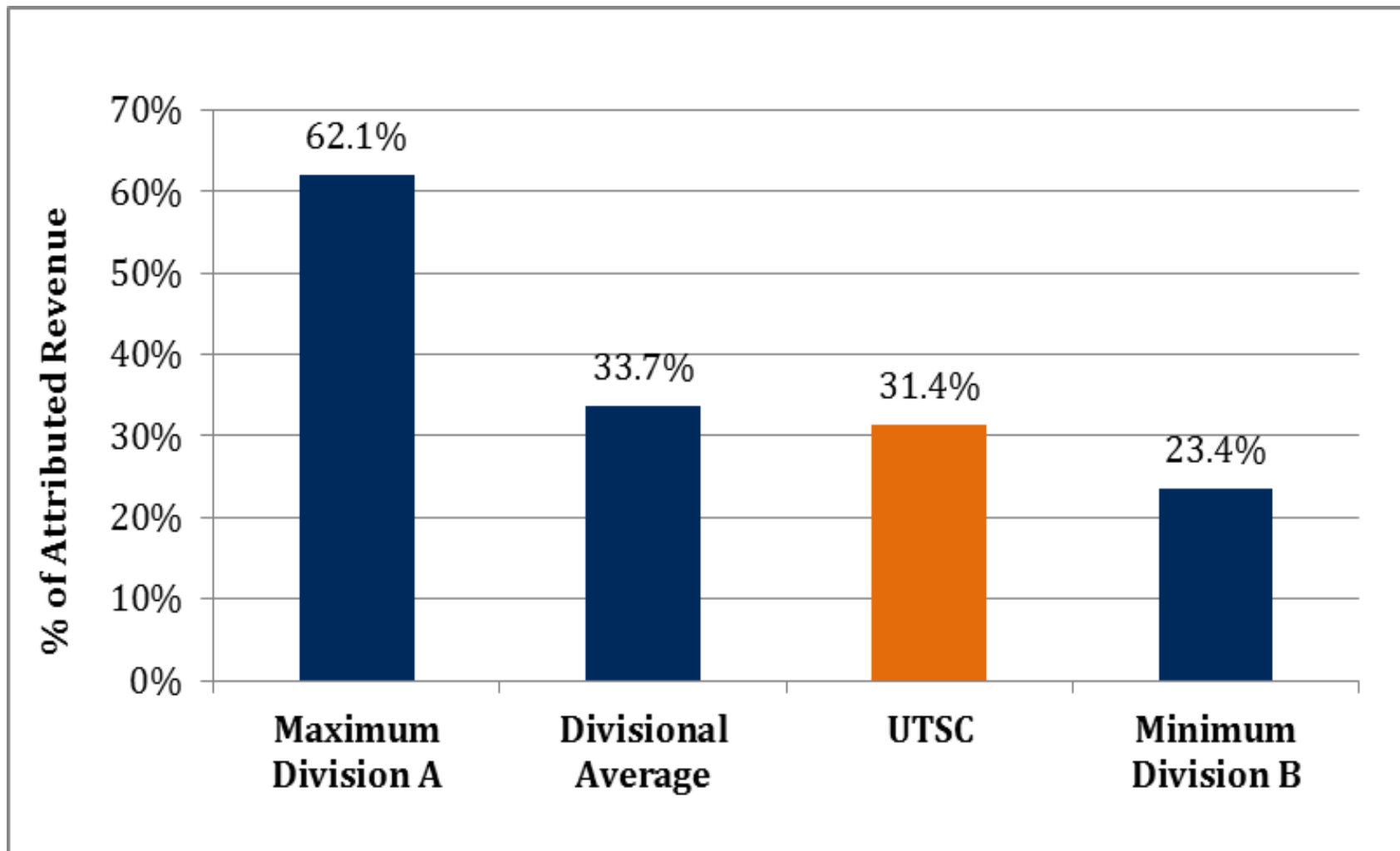


Compensation Breakdown

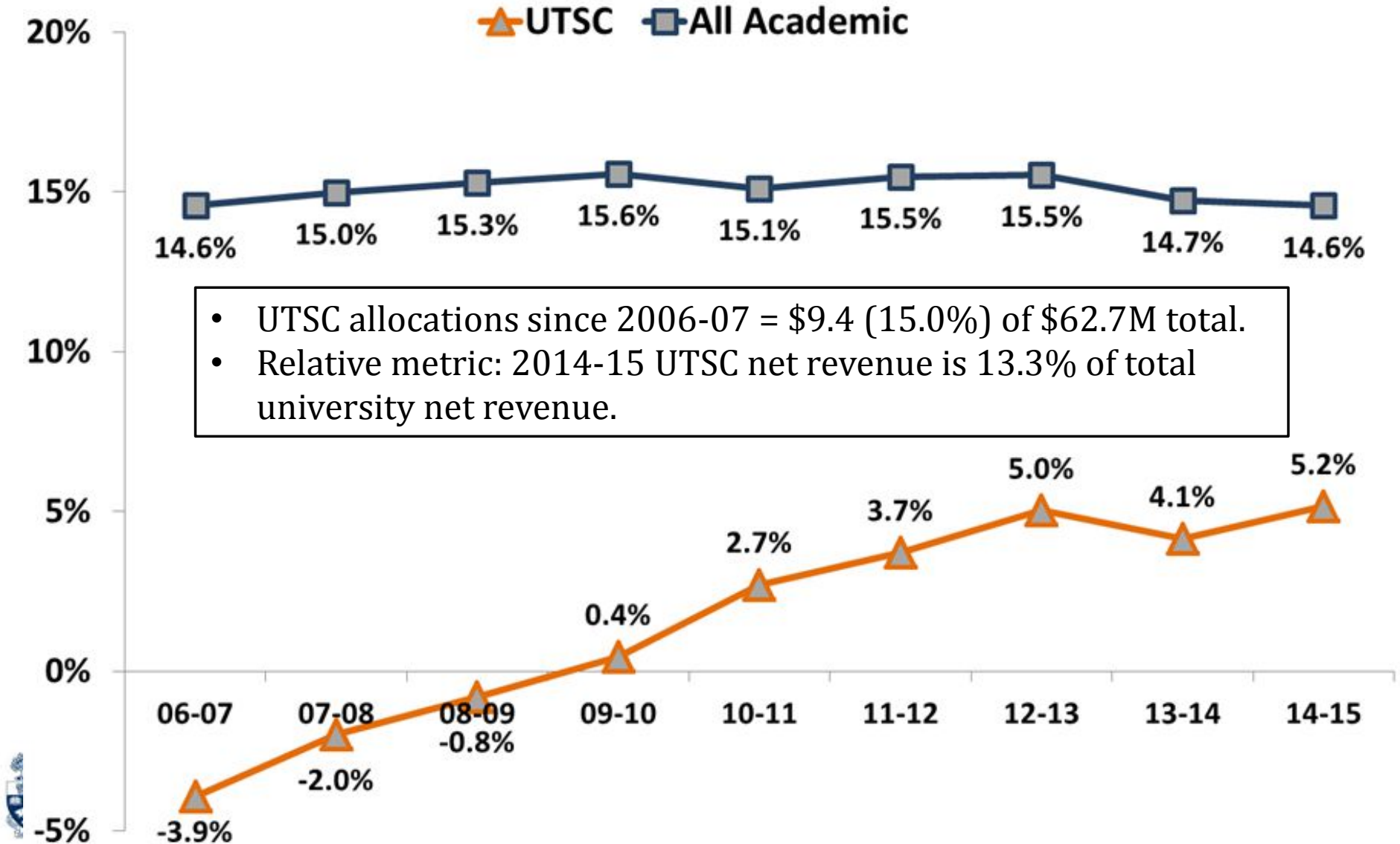
(in Millions)



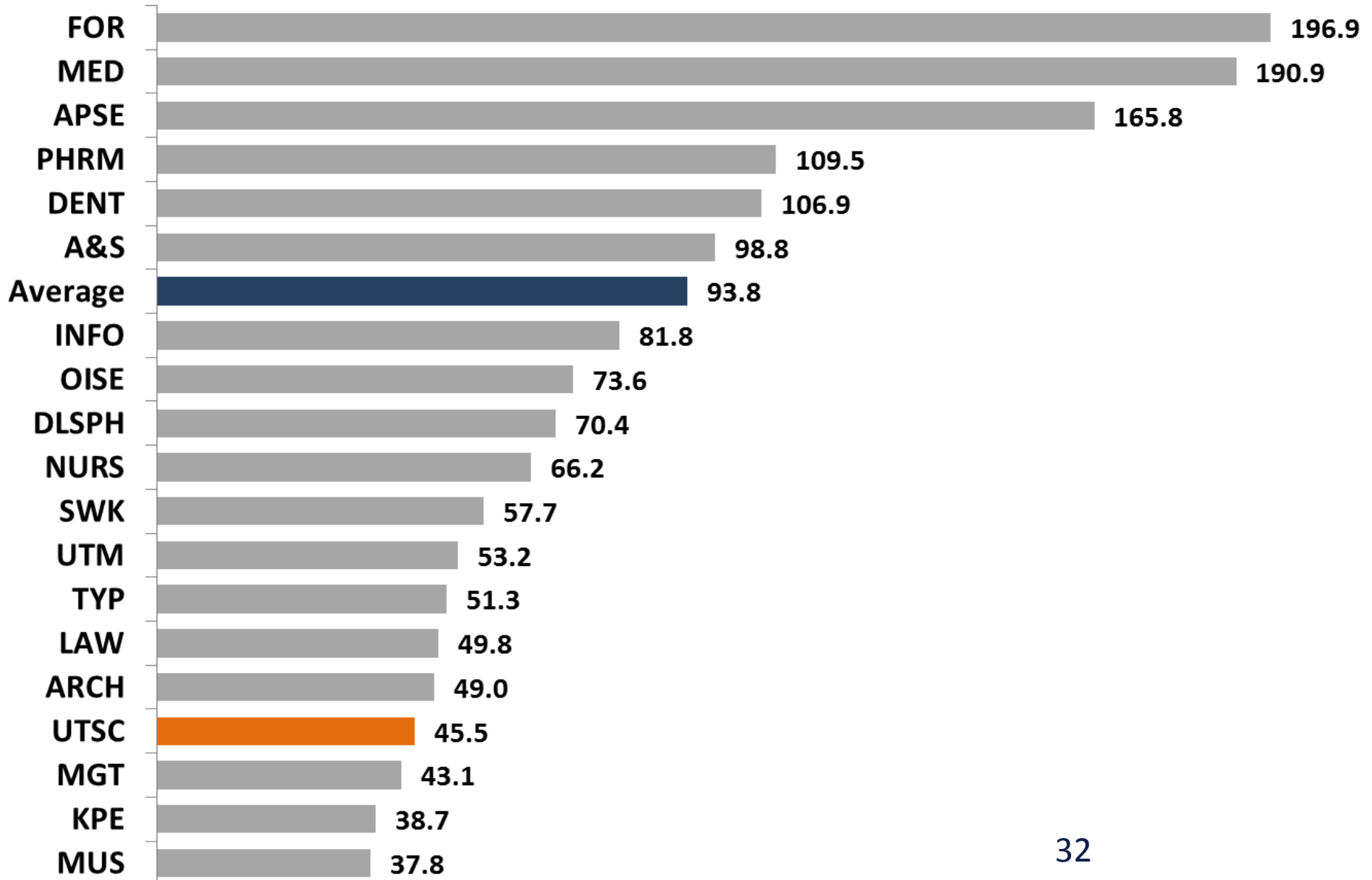
UTSC Cost Rates: with Campus Costs Included



UF Allocations as % of Expense Budget



Research and Office Space per Faculty FTE



2013-14 UTSC Undergraduate Enrolment

Area of Study	2013-14 FTE	% International
Arts & Humanities	1,934	9%
Social Sciences	2,945	12%
Management	1,417	50%
Life Sciences	1,224	4%
Other Sciences	2,159	20%
Total	9,680	16%

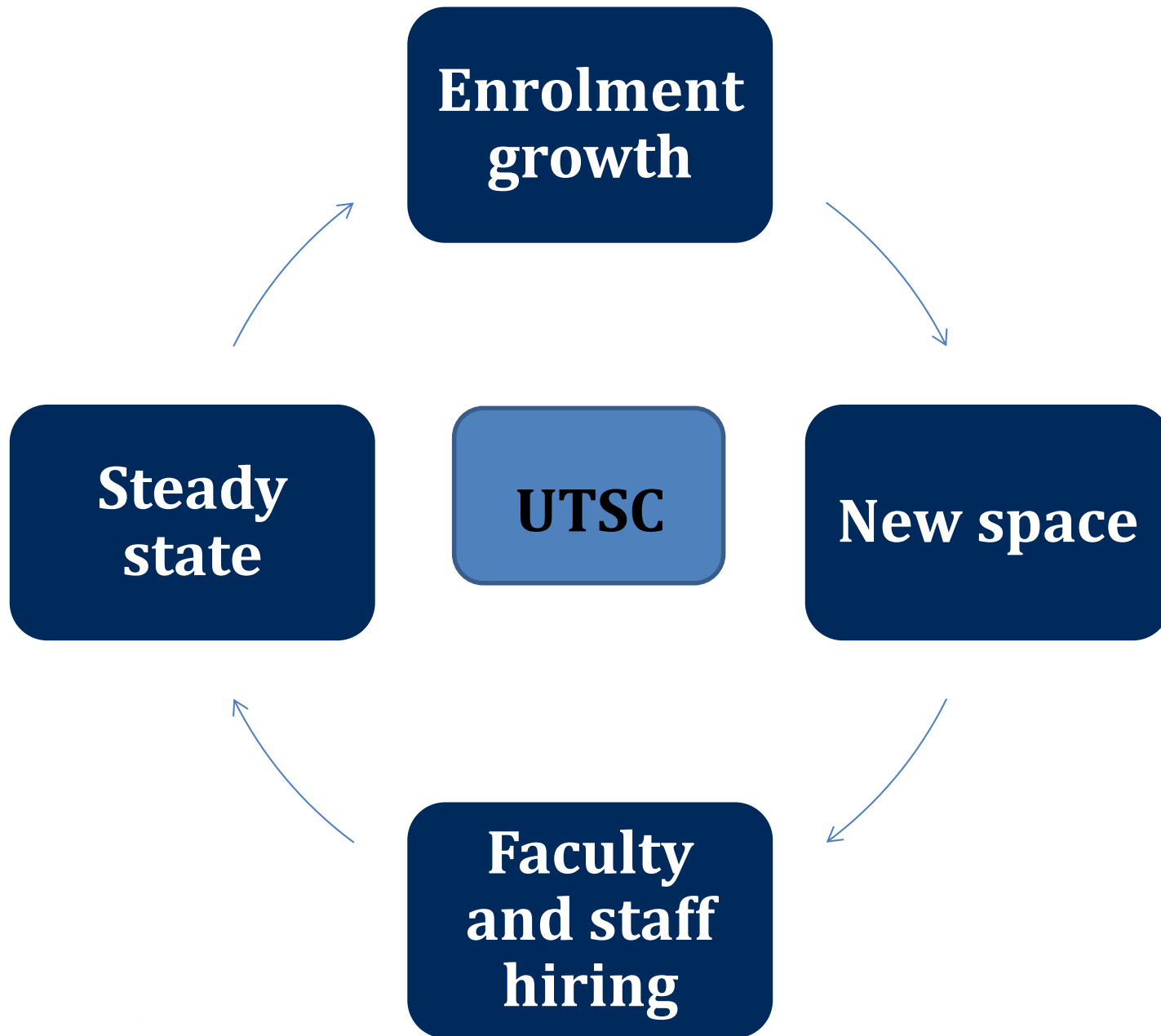
2013-14 UTSC Graduate Enrolment

Degree Type	2013-14 FTE	Projected 2018-19
Prof Masters (Env. Sci. and Brain Im.)	74	109
DS Masters UTSC (Psych)	5	10
DS Masters tri-campus *	21	n/a
PhD UTSC (Psych and Env. Sci.)	35	82
PhD tri-campus *	81	n/a
Total	216	

* As per self-declared code in student system

Longer Range View of Undergraduate Tri-Campus Enrolment

FTE	2013 Actual	2018 Plan	Increase (Decrease)
UTM Undergrad	10,642	12,895	2,253
UTSC Undergrad	9,680	11,539	1,859
St G Undergrad	37,205	36,979	(226)
Total UG	57,527	61,413	3,886



In Summary

Declining provincial support

Campus expansion

Differentiation/graduate

International enrolment risk

Structural budget challenge

Decisions matter

Minutes of the Meeting of the Campus Council of May 28, 2014

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UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 6 OF THE CAMPUS COUNCIL

May 28, 2014

Professor Bill Gough (Chair)
Mr. R. Mark Krembil, (Vice-Chair)
Ms Shirley Hoy, (Vice-Chair
Governing Council)
Mr. Preet Banerjee
Mr. Harvey Botting
Mr. Asher Chohan
Mr. Luki Danukarjanto
Mr. Adrian De Leon
Professor Suzanne Erb
Ms Kathy Fellowes
Ms Sue Graham-Nutter
Mr. Roshan Gunapalasundaram
Ms Marilyn Kwan
Ms Nancy Carolyn Lee
Mr. Hussain Masoom
Ms Alyssa Moses
Ms V. Elaine Thompson
Dr. Christopher Ollson

Mr. Andrew Arifuzzaman (Chief
Administrative Officer)
Professor Rick Halpern (Dean and Vice-
Principal, (Academic))

Secretariat:

Mr. Louis Charpentier
Mr. Jim Delaney
Ms Amorell Saunders N'Daw
Ms Rena Parsan

Absent:

Ms Sara Allain
Dr. Brian Harrington
Mr. John Kapageridis
Dr. Elaine Khoo
Professor Stephen Rockel
Dr. Effie Sauer

In attendance:

Professor Malcolm Campbell, Vice-Principal, Research
Ms Helen Morissette, Director, Financial Services

Mr. Jack Martin, Director, Business Development and International Programs
Mr. Jackson Mei, Green Path Student Presenter
Ms Shelley Romoff, Director, Communications and Public Affairs
Ms Frances Wdowczyk, Director, Business Development & Special Advisor to the CAO
Operations and Special Projects

Minutes of the Meeting of the Campus Council of May 28, 2014

1. Chair's Remarks

The Chair welcomed members and guests to the final meeting of the UTSC Campus Council for the 2013-14 governance year. He offered a special welcome to Ms Shirley Hoy, Vice-Chair of the Governing Council, and to Mr. Mark Krembil, Vice-Chair of the UTSC Campus Council who participated in the meeting by teleconference. The Chair reported that members should expect an invitation to participate in a survey designed to help governance leadership and the Secretariat gain an understanding of members' experiences during the year.

2. Report of the Interim Vice-President and Principal

The Chair invited Professor Rick Halpern, Acting Interim Vice-President and Principal, to present his report. His report included a presentation on the Green Path Program and UTSC's engagement with China, as well as an update on UTSC 50th Anniversary

a. Green Path Student Presentation

Professor Halpern reported that the Green Path Program had been a special partnership between UTSC and elite high schools in China. He explained that the students recruited from China exhibit academic excellence, scholarly promise, and English language proficiency with additional training from the Summer Foundations Program provided by UTSC. Professor Halpern commented on the Green Path Program's ability to prepare students for studying in Canada, and the importance of the University of Toronto's academic ranking when recruiting students from China. He mentioned that great emphasis had been placed on the success stories of Green Path graduates. He also mentioned UTSC's ability to use the successful Green Path Program as a platform within China from which to launch research projects, connections with other universities, and fundraising initiatives. Professor Halpern invited Mr. Jackson Mai, former Green Path student and a UTSC alumnus, to discuss his Green Path Program experience. Mr. Mei explained that the Green Path Program provided him with support and fostered a career focus, assisted with development of his independence, while fostering the establishment of lifelong friendships.

A member asked whether there had been a similar program on the St. George campus and Professor Halpern replied that there was not. In response to a question from a member, Professor Halpern reported that the Dean's Office tracked Green Path graduates and that about one quarter of the students went back to China after graduation. He added that most students furthered their studies in the United States or Europe. Responding to a member's inquiry, Professor Halpern reported that Green Path students paid the standard international student tuition fees with an additional charge for the Summer Academic Preparation Program, which generates a modest net revenue that was put back into the Program and had been used to seed additional international

Minutes of the Meeting of the Campus Council of May 28, 2014

Page 3 of 6

recruitment efforts. Another member inquired about the dropout rates for the Green Path Program and Professor Halpern reported that the program lost some students after their first year to the Faculty of Arts and Science and Faculty of Applied Science and Engineering on the St. George campus. He commented that with increased graduate programs at UTSC, more Green Path students would likely stay at UTSC. In response to a member's question about growth of the program, Professor Halpern reported that the plan had been to keep the size steady at 258 students.

The Chair thanked Professor Halpern for his presentation.

b. UTSC 50th Anniversary Update

Professor Halpern introduced and invited Co-Chairs of the UTSC 50th Anniversary Steering Committee, Ms Frances Wdowczyk, and Ms Shelley Romoff, to update the Council on the celebration plans for the campus's 50th Anniversary. Ms Romoff indicated that the objectives of the UTSC 50th Anniversary were to showcase UTSC's rich history and promising future, increase the visibility of the campus, engage with key constituencies, forge new strategic partnerships, and celebrate and recognize faculty, staff, alumni and students. Ms Wdowczyk reported that the theme for the 50th anniversary was Innovation and that a \$50,000 Legacy Fund has been established to profile UTSC as an innovator in teaching and research. She also presented an image of the 50th anniversary logo. Ms Romoff mentioned that the events for the 50th Anniversary would start in June and conclude in December. Both Co-Chairs were pleased to point out that the Honorary Chair of the Steering Committee was U of T Chancellor Emeritus, the Honourable David Peterson.

Following member's question, Ms Wdowczyk reported that a schedule of events would likely be published towards the middle of June.

3. UTSC Council on Student Services (CSS): Proposed Revisions to Terms of Reference

The Chair invited Ms Sue Graham-Nutter, Chair of the Campus Affairs Committee, to present the item. She reported that at the April 30th Campus Affairs Committee meeting, the Committee recommended for approval to the Campus Council, the Proposed Revisions to Terms of Reference for the UTSC Council on Student Services (CSS). Ms Graham-Nutter explained that the last revisions to the Council on Student Services (CSS) Terms of Reference were in April 2008. She reported that the proposed revisions were related to the new governance process and name changes related to department and service titles. In addition, there were proposed changes to the number of voting members of the Council from 19 to 22 with the following additions: the Vice-President External of Scarborough Campus Students' Union (SCSU), a graduate student

Minutes of the Meeting of the Campus Council of May 28, 2014

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appointed by the Graduate Students' Association at Scarborough (GSAS), and an increase to seven undergraduate students appointed by SCSU to represent full and part-time UTSC students.

On motion duly moved, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the proposed revisions to the University of Toronto Scarborough Council on Student Services Terms of Reference ("Constitution" and "By-Laws") recommended by the Dean of Student Affairs, Mr. Desmond Pouyat, and detailed in the proposal dated April 9, 2014, be approved, effective immediately.

4. Proposed Changes to the Distribution of Seats and Length of Terms on the UTM and UTSC Campus Councils and their Standing Committees

The Chair introduced and presented the item in his role as Chair of the Governing Council's Elections Committee. He reported that the proposed changes to the Terms of Reference for the Campus Councils and their Standing Committees specifically focused on the distribution of seats and length of terms for each constituency on the governance bodies. In addition, he added that a series of options were proposed by the Elections Committee and widely distributed to members of the campus community along with consultation sessions that were held at the two campuses to discuss the options at the end of March. He explained that the proposed changes were based on the extensive discussions held at the two consultation sessions and the written and verbal feedback received. He provided a brief summary of the proposed changes in the documentation provided.

CONSENT AGENDA

5. Report of the Previous Meeting: Report Number 5 – Wednesday, April 24, 2014

6. Business Arising from the Report of the Previous Meeting

7. Reports for Information

- a. Report Number 6 of the Agenda Committee (Wednesday, May 14, 2014)
- b. Report Number 6 of the Academic Affairs Committee (Monday, April 28, 2014)
- c. Report Number 6 of the Campus Affairs Committee (Wednesday, April 30, 2014)

Minutes of the Meeting of the Campus Council of May 28, 2014

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8. Date of the Next Meeting- Thursday, October 9, 2014

On motion duly moved, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 5) be approved.

9. Other Business

The Chair reported that there would be a review of the new governance model and invited Mr. Louis Charpentier, Secretary of the Governing Council, to present a brief overview of the process. Mr. Charpentier reported that when the Terms of Reference for the Campus Council were approved on June 25, 2012, there had been a provision that following the first year of operation, the Governing Council would conduct a review of the new model to determine its effectiveness and any changes that might be necessary. He highlighted three Review themes:

- *The efficacy of the new governance model;*
- *The Terms of Reference for the Standing Committees; and*
- *Issues related to orientation and education.*

Mr. Charpentier indicated that the process under discussion would allow for a broad call for submissions and in person consultations. In addition, he reported that the Review Committee would be approximately 10-12 members with representation from Governing Council and the UTM and UTSC Campus Councils.

10. Question Period

There were no questions raised.

11. Reflections: Year In Review

The Chair invited the Chair of the Academic Affairs Committee and the Chair of the Campus Affairs Committee to provide reflections on the past governance year. Both Ms Fellowes and Ms Graham-Nutter offered thanks to the Vice-Chairs, Assessors and the Secretariat for making the past year successful.

The Chair offered thanks to the Vice-Chair, Standing Committee Chairs, Assessors and the Secretariat. He commented on the enthusiasm and professionalism of all members, and the

Minutes of the Meeting of the Campus Council of May 28, 2014

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positive experience he had as Chair in the inaugural year of the UTSC Campus Council. He reported on next steps and development for the UTSC Campus Council that included engaging part-time students in governance, the election process and continuing to strengthen ties to the governance structure.

Ms Shirley Hoy, Vice-Chair of the Governing Council offered congratulatory remarks on behalf of Ms Judy Goldring, Chair of the Governing Council. She thanked the Chair of the UTSC Campus Council, the Chairs and Vice-Chairs of the Standing Committees and all members for their hard work and dedication to the new governance structure.

IN CAMERA

12. UTSC Campus Council 2014-2015 Appointments to Standing Committees & Leadership Roles

On motion duly moved, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the recommended appointments of members of the UTSC Campus Council to the Standing Committees and related leadership roles, as recommended by the Nominating Committee, be approved for one year terms as specified in the documentation dated May 21, 2014, effective July 1, 2014, subject to changes in the Terms of Reference of the UTSC Campus Council.

The meeting adjourned at 6:01 p.m.

Secretary

Chair

Report Number 6 of the UTSC Agenda Committee- May 14, 2014

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 6 OF THE AGENDA COMMITTEE

May 14, 2014

To the Campus Council
University of Toronto Scarborough.

Your Committee reports that it held a meeting on Wednesday, May 14, 2014 at 4:00 p.m. in the University of Toronto Scarborough, Arts and Administration Building, Council Chamber, Room 160.

Present: Professor William Gough (Chair)
 Ms Sara Allain
 Ms Kathy Fellowes
 Ms Sue Graham-Nutter
 Professor Bruce Kidd, Interim Vice-President and Principal
 Dr. Elaine Khoo
 Ms Alyssa Moses

Regrets: Mr. Mark Krembil (Vice-Chair)
 Mr. Asher Chohan

Secretariat: Mr. Louis Charpentier
 Mr. Jim Delaney
 Ms Amorell Saunders N'Daw
 Ms Rena Parsan

The meeting was held in closed session.

1. Chair's Remarks

The Chair welcomed members to the meeting.

Report Number 6 of the UTSC Agenda Committee- May 14, 2014

2. Agenda for the Meeting of the University of Toronto Scarborough Campus Council, Wednesday, May 28, 2014

The committee discussed and approved the agenda for the Campus Council meeting on Wednesday, May 14, 2014, as presented.

CONSENT AGENDA

4. Date of the Next Meeting- Tuesday, September 30, 2014, 4:00 p.m. - 5:00 p.m.

5. Report of the Previous Meeting- Report Number 5- April 9, 2014

The consent agenda was adopted and the item requiring approval (Item 5) was approved.

The Chair reminded members that the next scheduled meeting of the Committee was not until Tuesday, September 30, 2014 at 4:00 p.m. in the University of Toronto Scarborough Council Chamber, Arts and Administration Building.

6. Other Business

There were no other items of business.

The meeting adjourned at 5:20 p.m.

Secretary

Chair

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 6 OF THE ACADEMIC AFFAIRS COMMITTEE

April 28, 2014

To the University of Toronto Scarborough Campus Council, University of Toronto Scarborough,

Your Committee reports that it met on Monday, April 28, 2014 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Ms Kathy Fellowes (Chair)
Professor Suzanne Erb (Vice-Chair)
Professor Rick Halpern, Dean and
Vice-Principal (Academic)
Professor Julie McCarthy, Acting
Vice-Principal, Research
Mr. Syed W. Ahmed
Dr. Johann Bayer
Professor William R. Bowen
Professor Nick Cheng
Professor George S. Cree
Mr. Adrian De Leon
Ms Ariane Ganji
Professor John Hannigan
Professor Paula Hastings
Professor Sherri Helwig
Mr. Jerry Jien
Mr. John Kapageridis
Dr. Sarah D. King
Professor Michael J. Lambek
Professor Patricia Landolt
Mr. Andrew Leung
Professor Andrew C. Mason
Professor Alice Maurice
Professor Karen Lyda McCrindle
Professor John Robert Miron
Dr. Christopher Ollson
Ms Victoria Owen

Professor Stephen Rockel
Ms Paulina Rousseau
Professor Larry A. Sawchuk
Professor Mark A. Schmuckler
Dr. Sisi Tran
Professor David Zweig

Non-Voting Assessor:

Ms Annette Knott

Secretariat:

Mr. Anwar Kazimi
Ms Amorell Saunders N'Daw
Ms Rena Parsan

REPORT NUMBER 6 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- April 28, 2014

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Regrets:

Professor Daniel Bender
Dr. Curtis Cole
Mr. Luki Danukarjanto
Ms Hanan Domloge
Professor Kelin Emmett
Professor David J. Fleet
Dr. Brian Harrington
Professor Rena Helms-Park
Professor Matthew Hoffmann
Dr. Nancy Johnston

Professor Heinz-Bernhard Kraatz
Professor Garry Martin Leonard
Professor Nathan R. Lovejoy
Ms Charmaine Ramirez
Ms Lindsay Raoufi
Professor Bill Seager
Professor Grace Skogstad
Professor Andre Sorensen
Ms Tisha Tan

In attendance:

Ms Debbie Bilinski, Director, Office of the Vice-Principal, Research
Professor Roberta Fulthorpe, Professor and Graduate Chair, Department of Physical and Environmental Sciences
Professor Nicholas Mandrak, Associate Professor, Department of Biological Sciences

1. Chair's Remarks

The Chair welcomed members and guests to the final meeting of the Academic Affairs Committee for the current governance year, and welcomed Dr. Christopher Ollson who participated in the meeting by teleconference. The Chair advised Committee members that they would receive an e-mail inviting them to complete an on-line evaluation survey. She encouraged everyone to complete the survey, noting that the feedback was valuable to the Secretariat to gain an understanding of members' experiences on the Committee this year. She also commented that the information would be used to assist in future planning.

2. Assessor Reports

The Chair invited Professor Julie McCarthy, Acting Vice-Principal, Research, to provide the Committee with a brief report. Professor McCarthy reported on highlights from the Office of the Vice-Principal, Research during 2013-2014:

- Recognition of research through the Principal's Research Award, Graduate Student Research Awards, Research Recognition Award, and the New Frontiers Seminar Series;
- Increased student engagement in the research enterprise;
- Sponsorship of research-related events such as the New Frontiers Seminar Series, the Keynote lecture for launch of the Centre for Planetary Sciences, and the Giant Panda scientific presentation in partnership with the Toronto Zoo;
- Investment in faculty research through the Research Impact Fund (RIF) and the Research Competitiveness Fund (RCF).
 - The RIF supported the presentation or publication of research results in high quality venues and enhanced the profile of UTSC in the academic community.

REPORT NUMBER 6 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- April 28, 2014

Page 3 of 5

- The RCF enhanced the competitiveness of external grant applications submitted by UTSC faculty with an emphasis on Tri-Council applications.
- UTSC crossed the \$9 million threshold in total external research in the 2011-2012 grant year. UTSC's total research funding increased by another 5% in 2012-2013 to \$9.76 million.
- The two largest research funding sources at UTSC are from the Natural Sciences and Engineering Research Council (NSERC) at 34 percent and the Social Sciences and Humanities Research Council (SSHRC) at 14 percent.

A member of the Committee asked why the SSHRC rates were lower than the NSERC rates, and Professor McCarthy replied by explaining that NSERC funded more grants, but researchers were less likely to receive the total amount of funding they requested. She added that SSHR funded fewer grants, but researchers were more likely to receive the funding they requested.

The Chair thanked Professor McCarthy for her report.

3. Graduate Program Revisions

a) Major Modification Type B to add two new fields to the existing Master of Environmental Science (MEnvSc)

The Chair invited Professor Rick Halpern, Vice-Principal and Dean (Academic), to introduce the item. Professor Halpern commented that the program was continually developing and that the addition of the two new fields would be beneficial. He invited Professor William Gough, Vice-Dean, Graduate, to present the item. Professor Gough explained that the two new fields in the Master of Environmental Science (MEnvSc) were Climate Change Impact Assessment and Conservation and Biodiversity. He explained that adding the two new fields required the addition of eight new courses, and that because the program was growing, more focused options were necessary for students.

In response to a comment from a member, Professor Mandrak explained that there were currently no courses in conservation policy with a focus on the impact on human populations. He reported that as the field develops, the opportunity to include additional courses will evolve.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT proposed fields in Conservation and Biodiversity, and Climate Change Impact Assessment be added to the existing Master of Environmental Science (MEnvSc), as described in the proposal dated April 22, 2014 and recommended by the Dean and Vice-Principal (Academic), Professor Rick Halpern, be approved effective immediately for the academic year 2014-15; and

THAT eight new courses – EES1134H, EES3000H, EES3001H, EES3002H, EES3003H, EES3111H, EES3113H and EES3114H – aforementioned in the

REPORT NUMBER 6 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- April 28, 2014

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proposal dated April 22, 2014, be approved effective immediately for the academic year 2014-15.

b) Minor modifications to curriculum submitted by the Graduate Department of Psychological Clinical Science

The Chair invited Professor Rick Halpern to introduce the item. Professor Gough and Professor George Cree, Interim Chair, Graduate Department of Psychological Clinical Science, provided details on the item. Professor Cree indicated that the minor modification to the Graduate Department of Psychological Clinical Science was to move CPS 1103 (Advanced Statistical Models) from the MA to the PhD program in Clinical Psychology. He reported that moving the course would give students the opportunity to acquire advanced training in Statistics during a time when they will be more likely to require the knowledge (i.e. preparing data for their dissertation)

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT all minor modifications to curriculum in the Graduate Department of Psychological Clinical Science, as described in the proposal dated April 8, 2014, and recommended by the Dean and Vice-Principal (Academic), Professor Rick Halpern, be approved effective immediately for the academic year 2014-15.

CONSENT AGENDA

4. Undergraduate Program Revisions (*for approval*)

a) Out-of-cycle minor modifications to curriculum submitted by six academic units

YOUR COMMITTEE APPROVED,

THAT all minor modifications to curriculum in the Department of Anthropology, Centre for Critical Development Studies, Department of English, Department of Historical and Cultural Studies, Department of Human Geography and Department of Sociology, as described in the package dated April 9, 2014 and recommended by the Dean and Vice-Principal (Academic), Professor Rick Halpern, be approved effective immediately for the academic year 2014-15.

5. Report of the Previous Meeting: Report 5 – Tuesday, March 25, 2014 (*for approval*)

6. Business Arising from the Report of the Previous Meeting

7. Date of the Next Meeting –Tuesday, September 9, 2014, 4:00 p.m. - 6:00 p.m.

REPORT NUMBER 6 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- April 28, 2014

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On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the consent agenda be adopted and the item requiring approval (items 4 and 5) be approved.

8. Other Business

The Chair thanked the members for their service on the Committee over the past year. She also thanked the Vice-Chair, Assessors, Campus Council Secretariat, and her home department, (Academic Advising and Career Services), for support in her role as Chair of the Committee.

The meeting adjourned at 4:45 p.m.

Secretary

Chair

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 6 OF THE CAMPUS AFFAIRS COMMITTEE

April 30, 2014

To the University of Toronto Scarborough Campus Council, University of Toronto Scarborough

Your committee reports that it met on Wednesday, April 30, 2014 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Ms Sue Graham-Nutter (Chair)
Ms Marilyn Kwan (Vice-Chair)
Professor Rick Halpern, Dean and Vice-Principal (Academic)
Mr. Andrew Arifuzzaman, Chief Administrative Officer
Mr. Desmond Pouyat, Dean of Student Affairs
Ms Sara Allain
Professor Jonathan S. Cant
Mr. Ommer Chohan
Ms Sarah Fedko
Ms Kathy Fellowes
Mr. Roger Francis
Ms Hannah Yukari Hori
Ms Lydia V.E. Lampers-Wallner
Ms Nancy Lee
Mr. Kevin Ramlal
Professor Erin L. Webster

Non-Voting Assessors:

Ms Louise Beckley
Ms Helen Morissette

Secretariat:

Ms Amorell Saunders N'Daw
Ms Rena Parsan

Regrets:

Ms Hivin Alarashi
Ms Erin Bradford
Ms Precia Darshan
Dr. Tarun Dewan
Ms Nicole Dionisio
Professor William A. Gough
Professor Ken W.F. Howard
Mr. Filippo Raso
Professor Stephen G. Reid
Mr. Tony Rupnaraine
Dr. Effie Sauer
Dr. Zohreb Shahbazi
Professor Lucan Way

In attendance:

Ms Liza Arnason, Director, Student Life
Mr. Brent Duguid, Director of Partnerships and Legal Counsel
Mr. Gary Pitcher, Director, Campus Safety, Issue and Emergency Management
Ms Kimberley Tull, Manager, Community Development and Engagement

REPORT NUMBER 6 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- April 30, 2014

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1. Chair's Remarks

The Chair welcomed members to the final Campus Affairs Committee meeting of the governance year.

2. Assessors Reports

There were no reports from the Assessors.

3. Annual Reports

The Chair reported that the Terms of Reference for the UTSC Campus Affairs Committee stated that the Committee received on an annual basis from the appropriate administrators, reports on services within its areas of responsibility. The Chair invited Mr. Andrew Arifuzzaman, Chief Administrative Officer and Mr. Desmond Pouyat, Dean of Student Affairs to introduce the reports.

a. Recognized Campus Groups

Mr. Pouyat reported that the Department of Student Life received 212 applications for recognition of campus group status as of April 9, 2014, and that recognition was granted to 192 with none being denied or withdrawn. He commented that the recognized groups on campus contributed to the intellectual, cultural and recreational aspects of the campus. Mr. Pouyat expressed that one of the major challenges for campus groups was issues relating to space.

A Committee member asked why the Department of Student Life would reject an application, and Ms Liza Arnason, Director, Student Life, explained that a rejection would be granted if the group did not meet the conditions of the *Policy on the Recognition of Campus Groups*, or if they were not following the constitution established with the Department of Student Life. In addition, Ms Arnason explained that an application would be withdrawn if the campus group became a Departmental Student Association, which represents and advocates on academic issues for all students enrolled in that department. (i.e. Management and Economics Students Association) A member asked how UTSC monitors public perceptions when a student association or group makes an extreme claim. Professor Rick Halpern, Vice-Principal and Dean (Academic) commented that the University's policy on freedom of speech would apply and Mr. Pouyat added that the Department of Student Life worked collegially with student organizations and associations to mitigate risk and manage issues.

b. Campus Police Services

Mr. Andrew Arifuzzaman introduced Mr. Gary Pitcher, Director of Campus Safety, Issue and Emergency Management, to present the Campus Police Service report. Mr. Pitcher reported that at UTSC Campus Police are Special Constables sworn in by the Toronto Police Service, and that the approach to safety was based on a community model. He also explained that the statistical overview contained in the documentation showed minor changes during 2011-2013, and that an analysis could not be drawn from the slight changes in the data over the three-year period.

REPORT NUMBER 6 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- April 30, 2014

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He commented on the high level of engagement that the Campus Police has with the community, including involvement with the Green Dot Program, Student Crime Stoppers, and Cops for Cancer.

The Chair asked whether there were plans for Campus Police presence on the North Campus with the current expansion, and Mr. Pitcher replied that there were plans for building a Campus Police office in the new Environmental Science and Chemistry building.

c. Community Partnerships and Engagement

Mr. Andrew Arifuzzaman introduced Mr. Brent Duguid, Director of Partnerships and Legal Counsel and Ms Kimberley Tull, Manager, Community Development and Engagement to present the Community Partnerships and Engagement report. The report included the following major points:

- UTSC evolving into the intellectual, cultural and sporting hub of the Eastern GTA; a place in which the community can take pride and experience positive change.
- Engagement with community groups, agencies, the public sector, businesses, students, alumni, donors and charities to strengthen the position as a destination of choice for teaching, learning and research.
- Community Partnership examples included the Malvern Action for Neighborhood Change (ANC), Parks Canada (Rouge National Urban Park), and the East Scarborough Storefront.

In response to a question from a member, Mr. Duguid reported that the Office of Partnerships and Legal Counsel was looking into creating an e-newsletter and website to highlight and recognize the work done in the community by other academic departments and centres.

A member asked what the challenges were for community engagement at UTSC, and Mr. Duguid replied by explaining that limited human resources meant that the Office often prioritized projects based on where the greatest impact could be made.

In response to a question from a member, Mr. Arifuzzaman reported that there was dialogue with United Way given that UTSC was situated among several communities that have been designed as priority neighborhoods.

A member asked whether there was any community engagement with local refugee populations, and Ms Tull replied that there were no current projects targeting local refugees at this time.

4. UTSC Council on Student Services (CSS): Proposed Revisions to Terms of Reference

The Chair invited Mr. Pouyat to present the UTSC Council on Student Services (CSS): Proposed Revisions to Terms of Reference to the Committee. He reported that the last revision to the

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Council on Student Services (CSS) Terms of Reference was in April 2008. He reported that the proposed revisions were related to the new governance process and name changes related to department and service titles. Mr. Pouyat also explained that there were proposed changes to the number of voting members of the Council from 19 to 22 with the following additions: the Vice-President External of Scarborough Campus Students' Union (SCSU), a graduate student appointed by the Graduate Students' Association at Scarborough (GSAS), and an increase from six to seven undergraduate students appointed by SCSU to represent full and part-time UTSC students.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT the proposed revisions to the University of Toronto Council on Student Services Terms of Reference ("Constitution" and "By-Laws") recommended by the Dean of Student Affairs, Mr. Desmond Pouyat, and detailed in the proposal dated April 9, 2014, be approved, effective May 1, 2014.

CONSENT AGENDA

5. Report of the Previous Meeting: Report 5 – March 26, 2014 *(for approval)*

6. Business Arising from the Report of the Previous Meeting

7. Date of the Next Meeting – Tuesday, September 16, 2014

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 5) be approved.

8. Other Business

The Chair advised Committee members that they would receive an e-mail inviting them to complete an on-line evaluation survey. She encouraged everyone to complete the survey, noting that the feedback was valuable to the Secretariat to gain an understanding of members' experiences on the Committee this year. She also commented that the information would be used to assist in future planning.

The Chair thanked the members for their service on the Committee over the past year. She also thanked the Vice-Chair, Assessors, and the Campus Council Secretariat for their work on the Committee.

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The meeting adjourned at 5: 20 p.m.

Secretary

Chair