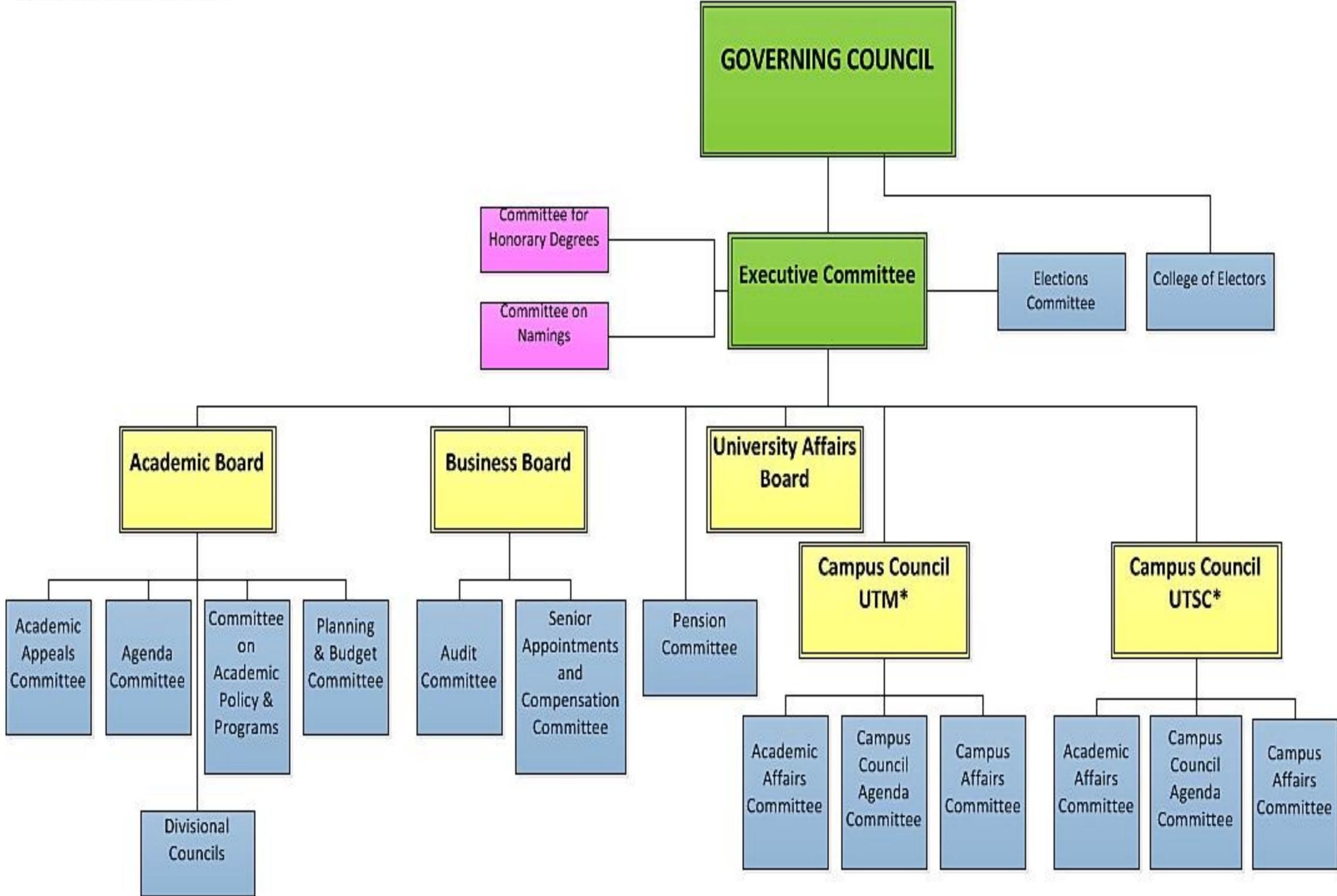




# UNIVERSITY OF TORONTO GOVERNING COUNCIL

## BOARDS & COMMITTEES



# Role of Governance & Administration

## ADMINISTRATION

Administration manages the University, issues reports and proposals



Handoff –  
Agenda  
Planning group

## GOVERNANCE

Governance is the receiver of proposals and reports from administration





**APPROVE**



**REJECT**



**REFER BACK TO THE ADMINISTRATION  
WITH ADVICE**



**WITHDRAWN BY THE ADMINISTRATION**



**PARTICIPATION**



**ATTENDANCE**



**SPEAKING RULES**



**GOVERNANCE PORTAL – DILIGENT BOARDS**

**SEE THE *ORIENTATION HANDBOOK* FOR FURTHER INFORMATION**

# COVER SHEETS

- 1 GENERAL
- 2 HEADER INFORMATION
- 3 SPONSOR & PRESENTER
- 4 JURISDICTIONAL INFORMATION
- 5 PREVIOUS ACTION TAKEN
- 6 HIGHLIGHTS
- 7 RECOMMENDATION

**FOR RECOMMENDATION**

**CONFIDENTIAL**

**CLOSED SESSION**

**TO:** Name of Governance Body

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

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

**DATE:** Date Prepared for Date of Meeting

**AGENDA ITEM:** Item Number

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**GOVERNANCE PATH:**

1. Entry Point Governance Body (Date of Meeting)
2. This Governance Body (Date of Meeting)
3. Next Governance Body (Date of Meeting)  
+ Governance Body (Date of Meeting)  
+ Governance Body [For Information] (Date of Meeting)
4. Final Governance Body (Date of Meeting)

**PREVIOUS ACTION TAKEN:**

Previous action taken is delineated here.

**HIGHLIGHTS:**

In respect of the Body's terms of reference, the highlights of the proposal are summarized here.

**FINANCIAL IMPLICATIONS:**

The financial implications of the proposal are outlined in this section.

**RECOMMENDATION:**

Be It Recommended to the Next Governance Body:

THAT the action be taken, to be effective on the date specified.

---

**DOCUMENTATION PROVIDED:**

First Document Name  
Second Document Name

# Our UTM Office

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ROOM 3216, W. G. DAVIS BUILDING

Cindy Ferencz Hammond  
*Assistant Secretary of the Governing Council*

Alexandra Di Blasio  
*Governance Coordinator*



[council.utm@utoronto.ca](mailto:council.utm@utoronto.ca)

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**UTM ACADEMIC AFFAIRS COMMITTEE  
GOVERNANCE ORIENTATION HANDBOOK**



UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA



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# UTM Campus Council and Committees 2019-2020 Meeting Schedule

	<b>Campus Affairs Committee</b> Council Chamber 4:10 p.m.	<b>Academic Affairs Committee</b> Council Chamber 4:10 p.m.	<b>Agenda Committee</b> Conference room 3214, Davis 4:10 p.m.	<b>UTM Campus Council</b> Council Chamber 4:10 p.m.
<b>Cycle 1</b>	<b>Thu Sep 12</b>	<b>Wed Sep 11</b>	<b>Tue Sep 24</b>	<b>Wed Oct 2</b>
<b>Cycle 2</b>	<b>Tue Oct 29</b>	<b>Mon Oct 28</b>	<b>Mon Nov 11</b>	<b>Wed Nov 20</b>
<b>Cycle 3</b>	<b>Wed Jan 15</b>	<b>Mon Jan 13</b>	<b>Mon Jan 20</b>	<b>Wed Jan 29</b>
<b>Cycle 4</b>	<b>Mon Feb 10</b>	<b>Tue Feb 11</b>	<b>Mon Mar 2</b>	<b>Mon Mar 9</b>
<b>Cycle 5</b>	<b>Wed Mar 25</b>	<b>Thu Mar 26</b>	<b>Mon Apr 6</b>	<b>Tue Apr 21</b>
<b>Cycle 6A</b>	<b>Tue Apr 28</b>	<b>Mon May 4</b>	<b>Wed May 13</b>	<b>Mon May 25</b>
<b>Cycle 6B</b> RESERVE dates only			<b>Mon June 8</b>	<b>Mon June 22</b>

Meetings are normally two hours in length, with the exception of the Agenda Committee and Agenda Planning meetings, which typically meet for one hour.  
Updated June 10, 2019

**University of Toronto  
Governing Council and its Boards, Councils, and Committees  
2019-2020 Meeting Schedule**

Updated  
June 27, 2019

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

SH=Simcoe Hall    \* In general meetings are normally two hours in length with a few exceptions    \*\* Special Meeting

# AGENDA SETTING

- Agenda Committee consists of the Chair, Vice-Chair, the Chairs of the AAC and CAC, the VP&P and one member from each estate
- Items are normally recommended by one of the Standing Committees
- Agenda planning is the “hand-off” from the administration to governance



Administration manages the University, issues reports and proposals



Governance is the receiver of proposals and reports from Administration



# THE CONSENT AGENDA

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- Items for which it is anticipated that there will be little or no discussion or debate because they are more routine or transactional are put on the Consent Agenda
- Any member may request to have an item removed from the Consent Agenda and placed on the regular Agenda by contacting the Secretary in advance of the meeting

# CONDUCT OF MEETINGS

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The conduct of governance meetings follows a modified version of Bourinot's Rules of Order which are included in the Governing Council's *By-law Number 2*

-  Meetings are normally open
-  Members may speak once in a debate for up to 5 minutes to allow for wide participation
-  Only members and voting assessors may participate in debate and vote
-  Non-members who wish to speak must request to do so in advance of the meeting

# UTM AT A GLANCE

## ACADEMIC UNITS:

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

## PEOPLE:

- About 14,544 undergraduate students, 904 graduate students, 222 Faculty of Medicine students
- Over 3,700 full and part-time employees, including 1,200 permanent faculty and staff
- Over 60,000 alumni

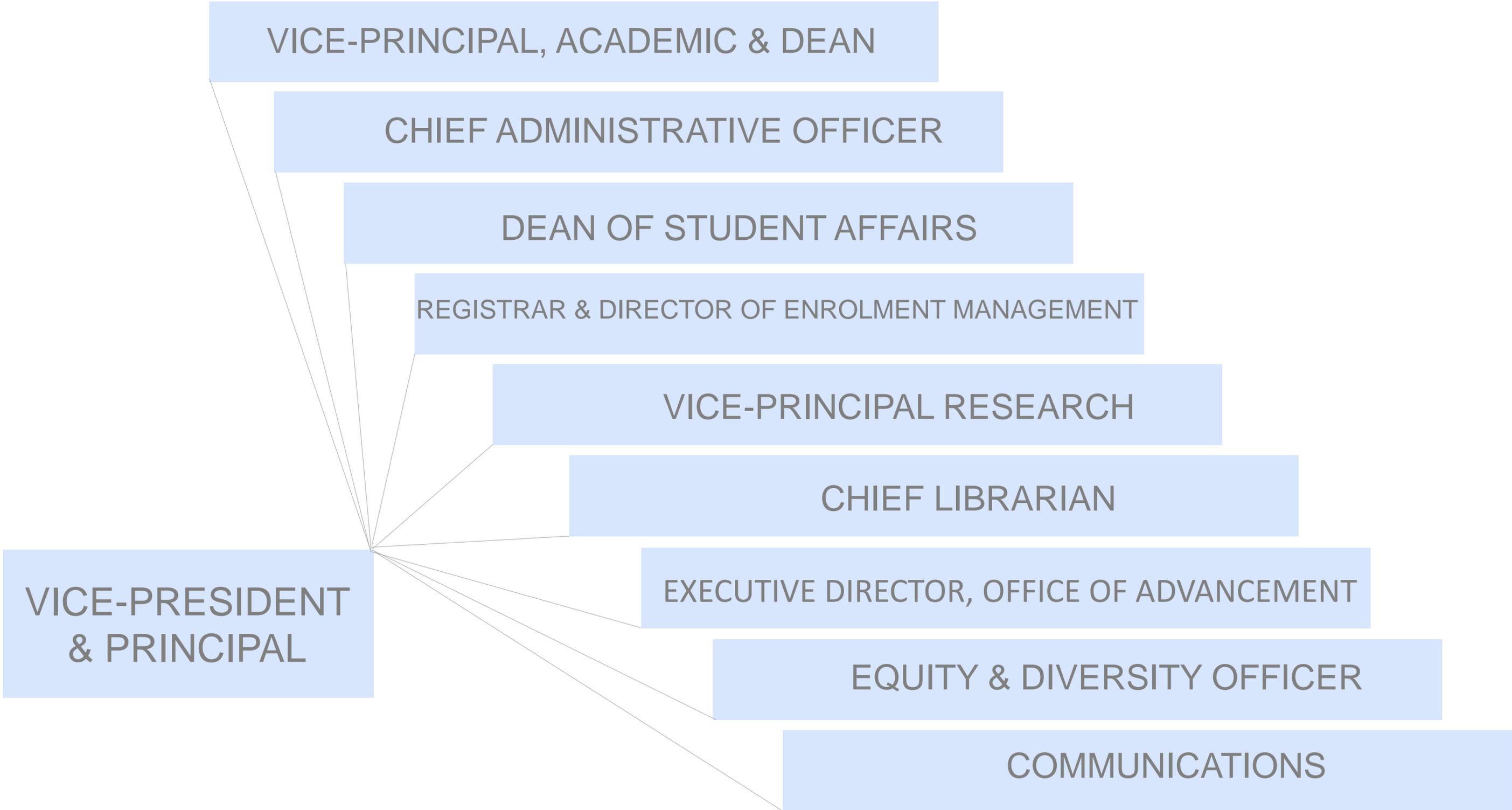
## PLACE:

- 225 acres of protected greenbelt
- Award-winning facilities: Terrence Donnelly Health Sciences Complex; the Instructional Centre; the Hazel McCallion Academic Learning Centre; the Recreation, Athletics and Wellness Centre; Deerfield Hall; and the Communication, Culture and Technology building.
- UTM's newest building, Maanjiwe nendamowinan, opened in 2018. Maanjiwe nendamowinan is an Asishinaabemowin name meaning "Gathering of Minds". The building features 210,000 square feet of new office and classroom space, and houses the Departments of English and Drama, Philosophy, Historical Studies, Language Studies, Political Science and Sociology.

**BUDGET:** Total Revenue: \$357.4M; Net Operating Budget: \$274.5M

# SENIOR ADMINISTRATIVE STRUCTURE

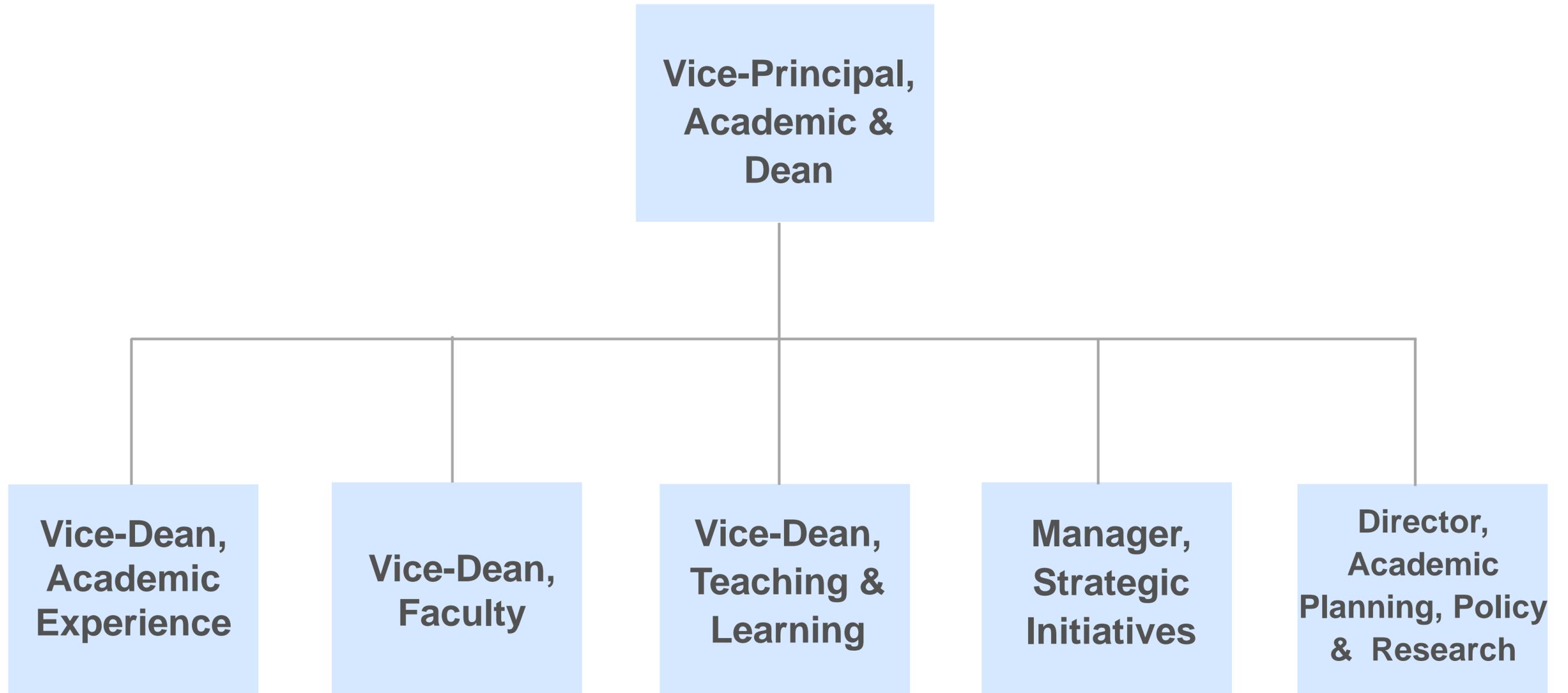
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# OFFICE OF THE DEAN

## *ADMINISTRATIVE STRUCTURE*

---



# OFFICE OF THE DEAN

## *KEY PORTFOLIO CHALLENGES AND GOALS FOR 2019-20*

---

### **IMPLEMENTING THE UTM ACADEMIC PLAN**

- Sustainability initiatives (Global Climate Strike/Conference/Certificate)
- Writing and numeracy initiatives
  - Involves hiring of 5 new faculty and approval of a new EDU-A.
- Assist departments to introduce and/or expand Experiential Learning opportunities (particular professional experience certificates)
  - Meet the needs of all departments to help integrate experiential learning into every student's degree.
- Oversee faculty growth and renewal
  - Support the development of research clusters in areas leading to new programs both at the undergraduate (e.g. social coding, robotics) and graduate (urban innovation) levels while ensuring strategic renewal within current departments.
- Enhance diversity of faculty and staff
  - Build an environment for success for all faculty and staff (introduce and improve training/mentoring in terms of teaching and research).
- Arts, Culture, and Technology Building
  - Bridging areas across a range of departments and units: ICCIT, Computer Science & Robotics, Blackwood Gallery, and UTM Indigenous Centre.

# OFFICE OF THE VICE-DEAN, TEACHING & LEARNING

## *KEY PORTFOLIO CHALLENGES AND GOALS FOR 2019-20*

---

### **1. New EDU-A focused on University-level Teaching and Learning**

- Support existing programs & new initiatives identified in the Academic Plan  
Bringing research on the Scholarship of Teaching & Learning (SoTL) to UTM
- Outward-facing for student and faculty support
- New home for RGASC (which will continue to exist)
- New home for foundational-skills Writing Initiative faculty

### **2. Rollout of foundational skills Writing Initiative through first set of curricular changes**

### **3. Ongoing curricular support for the creation of EDUs, new programs, and certificates, as well as reviews of existing programs**

- Technology, Coding & Society major; Cinema Studies major; WIL certificates

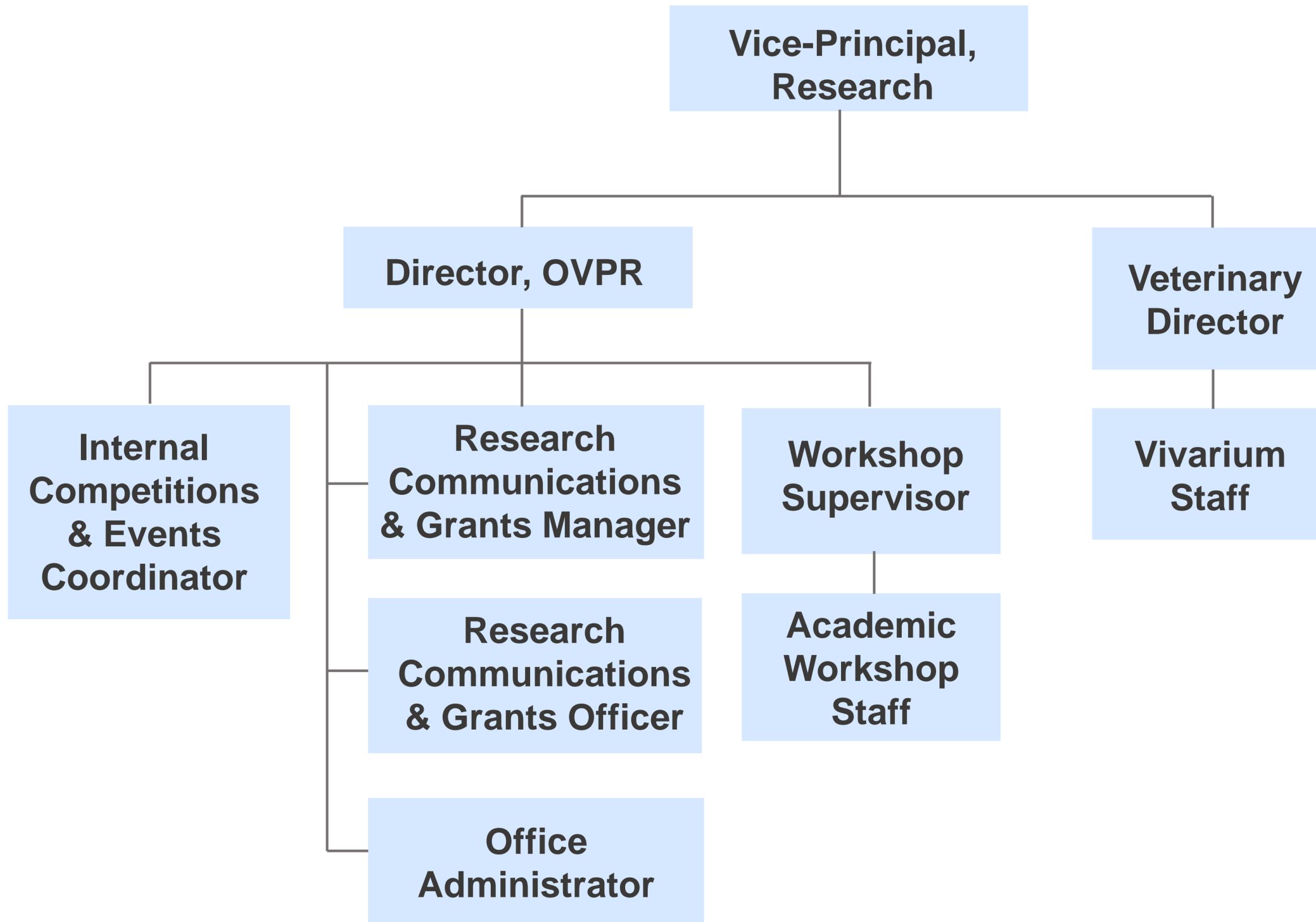
### **4. Associate Dean, Undergraduate:**

- Co-organizer of UTM's Teaching & Learning Collaboration (TLC)
- Targeted feedback on Teaching-related grants at UTM and tri-campus

### **5. Associate Dean, Graduate:**

- GEF-funded Graduate Research Workshops (10-12 in 2019-20)
- UTM Graduate Student Activity/Opportunity Inventory & Calendar

# OFFICE OF THE VICE-PRINCIPAL, RESEARCH *ADMINISTRATIVE STRUCTURE*



# OFFICE OF THE VICE-PRINCIPAL, RESEARCH

## *KEY PORTFOLIO CHALLENGES AND GOALS FOR 2019-20*

---

### **2019-2020 VPR Goals/Priorities:**

- Collaborating with UofT's Research Oversight & Compliance Office to ensure that 'Ethical Conduct of Research' practices are well communicated and embedded into UTM's research culture
- Supporting the inaugural year of the Co-Working Space (UTM's nexus for interdisciplinary and/or technologically-enhanced scholarship, primarily from social science and humanities disciplines)
- Streamlining the application and adjudication processes for the OVPR's internal funding competitions, facilitated through new staffing resources (Internal Competitions & Events Coordinator)
- Finalizing the recruitment of the NMR, Imaging Centre, and Greenhouse Senior Research Associates
- Recruiting and on-boarding a new OVPR office administrator

### **2019-2020 VPR Challenges:**

- Finding cost-effective means to replace/repair aging equipment and infrastructure
- Improving OVPR's outreach to, engagement with, and support for, Social Science & Humanities researchers
- Encouraging researcher engagement at UTM-based events, such as Smarti Gras, information workshops, Research Day, etc.
- Fostering a culture where Chairs are enthusiastic at nominating researchers for awards, internal and external
- Supporting the integration of the four SRAs into the academic life/routines around their respective core facilities

# ROLE OF ASSESSORS

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

## ACADEMIC AFFAIRS COMMITTEE

### VOTING ASSESSORS

**AMRITA DANIERE**

VICE-PRINCIPAL, ACADEMIC & DEAN

**KENT MOORE**

VICE-PRINCIPAL, RESEARCH

**HEATHER MILLER**

VICE-DEAN, TEACHING & LEARNING

### NON-VOTING ASSESSORS

**MARK OVERTON**

DEAN OF STUDENT AFFAIRS & ASSISTANT  
PRINCIPAL, STUDENT SERVICES

**YEN DU**

PROGRAM & CURRICULUM OFFICER

# Cover Sheets

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



UNIVERSITY OF  
TORONTO

OFFICE OF THE GOVERNING COUNCIL

**FOR RECOMMENDATION**

**CONFIDENTIAL**

**CLOSED SESSION**

**TO:** Name of Governance Body

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

**PRESENTER:** Name, Position, Division/Department/Unit  
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4. Final Governance Body (Date of Meeting)

**PREVIOUS ACTION TAKEN:**

Previous action taken is delineated here.

**HIGHLIGHTS:**

In respect of the Body's terms of reference, the highlights of the proposal are summarized here.

**FINANCIAL IMPLICATIONS:**

The financial implications of the proposal are outlined in this section.

**RECOMMENDATION:**

Be It Recommended to the Next Governance Body:

THAT the action be taken, to be effective on the date specified.

---

**DOCUMENTATION PROVIDED:**

First Document Name  
Second Document Name

# DUTIES & EXPECTATIONS OF MEMBERS

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Serve the best interests of the University, not a particular estate



Become familiar with the Committee website and use of “Diligent Boards”



Review documentation prior to the meeting and request clarification and additional information, if necessary



If you have substantive questions about an item, please contact the Secretary in advance of the meeting



Participate in discussion and listen respectfully to others

# ACADEMIC AFFAIRS COMMITTEE

63 MEMBERS

35  
Teaching  
Staff

3  
Community  
Members

10  
Ex-officio

2  
Administrative  
Staff

2  
Librarians

9  
Students

# GOVERNANCE PATHWAYS



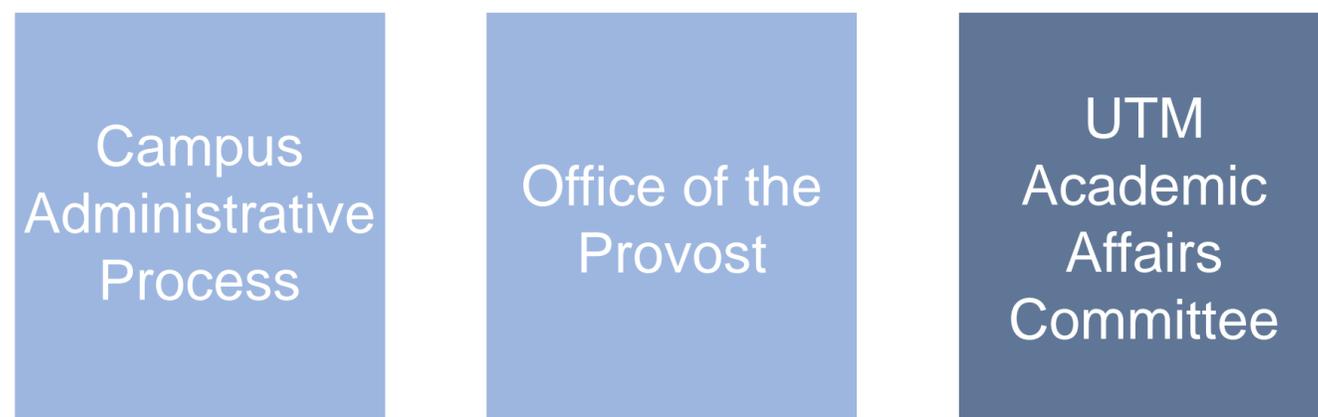
## NEW MINOR: MAJOR MODIFICATION

New minor where there was no existing major or specialist



## NEW MINOR: MINOR MODIFICATION

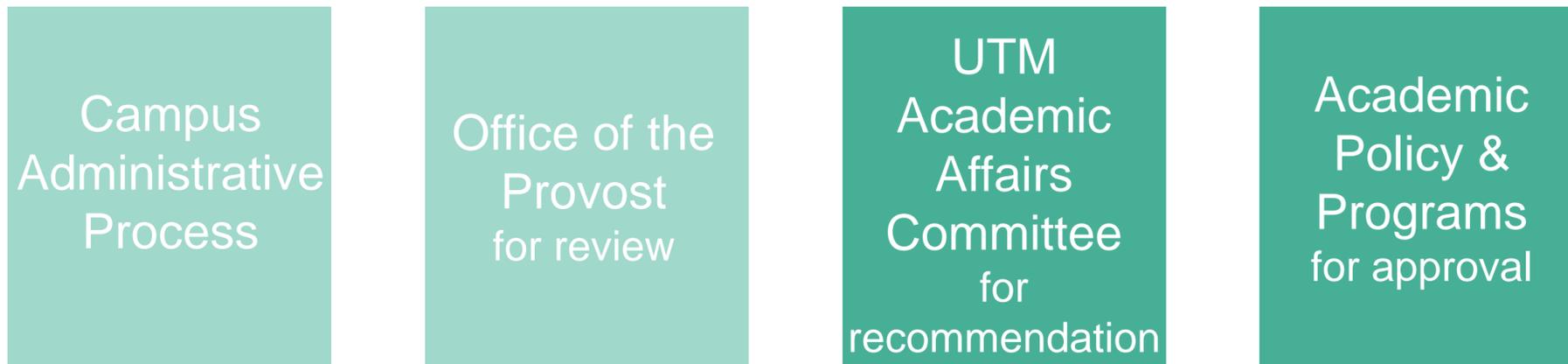
New minor where there was an existing major or specialist



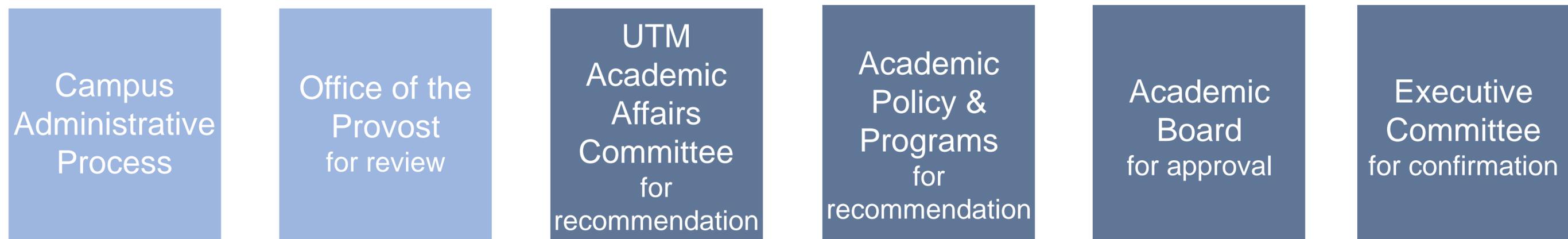
# GOVERNANCE PATHWAYS



## NEW UNDERGRADUATE PROGRAM



## NEW GRADUATE PROGRAM



# University of Toronto

## Boards Committees and Councils of the Governing Council 2019-2020

### UTM Academic Affairs Committee

---

CONSTITUENCY	POSITION	NAME
Administrative Staff	Member	Ms Diane Matias
Administrative Staff	Member	Ms Kayla Sousa
Community Members	Member	Mr Sultan Akif
Community Members	Member	Mr. Ziyaad Vahed
Community Members	Member	Ms Samra Zafar
Ex Officio	Chancellor	Dr. Rose M. Patten
Ex Officio	Chair of the Governing Council	Ms Claire M.C. Kennedy
Ex Officio	Registrar & Director of Enrolment Management, UTM	Ms Lorretta Neebar
Ex Officio	Vice-Chair of the Governing Council	Ms N. Jane Pepino
Ex Officio	UTM Chief Librarian	Ms Shelley Hawrychuk
Ex Officio	Acting Chair, Department of Visual Studies, UTM	Professor Alison Mairi Syme
Ex Officio	Vice-President & Principal, UTM	Professor Ulrich J. Krull
Ex Officio	Chair, Department of Political Science, UTM	Professor Andrea Olive
Ex Officio	Acting Vice-Dean, Academic Experience	Professor Andreas Bendlin
Ex Officio	Chair, Department of Sociology, UTM	Professor Anna C. Korteweg
Ex Officio	Vice-President and Provost	Professor Cheryl Regehr
Ex Officio	Chair, Department of Psychology, UTM	Professor D. Ashley Monks
Ex Officio	Acting Chair, Department of English & Drama, UTM	Professor Daniel White
Ex Officio	Chair, Department of Philosophy, UTM	Professor Diana Raffiman
Ex Officio	Chair, Department of Anthropology, UTM	Professor Esteban J. Parra
Ex Officio	Dean, School of Graduate Studies and Vice-Provost, Graduate Research & Education	Professor Joshua Barker
Ex Officio	Chair, Mathematical & Computational Sciences, UTM	Professor Konstantin M. Khanin
Ex Officio	Chair, Department of Chemical & Physical Sciences, UTM	Professor Lindsay Schoenbohm
Ex Officio	Associate Chair - Undergraduate, Department of Biology, UTM	Professor Marc Dryer
Ex Officio	President	Professor Meric S. Gertler
Ex Officio	Chair of the Department of Management, UTM	Professor Mihkel M. Tombak
Ex Officio	Chair, Economics, UTM	Professor Miquel Faig
Ex Officio	Geography Chair's Designate, UTM	Professor Monika Havelka
Ex Officio	Acting Chair, Department of Language Studies, UTM	Professor Pascal Michelucci
Ex Officio	Chair, Historical Studies, UTM	Professor Rebecca Wittmann
Ex Officio	Director, Institute of Communication, Culture, Information and Technology, UTM	Professor Rhonda McEwen
Full-time Undergraduate Student	Member	Mr. Adwet Sharma
Full-time Undergraduate Student	Member	Mr. Alexandru Cioban
Full-time Undergraduate Student	Member	Mr. Sebastian Malek
Full-time Undergraduate Student	Member	Ms Sara Malhotra
Full-time Undergraduate Student	Member	Ms Xing Wei

CONSTITUENCY	POSITION	NAME
Graduate Student	Member	Mr Mitchell T Bonney
Graduate Student	Member	Mr. Patrick Braszak
Graduate Student	Member	Ms Amanda Facciol
Librarian	Member	Mr. Andrew Nicholson
Presidential Assessors	Voting Assessor	Professor Angela B. Lange
Presidential Assessors	Voting Assessor	Professor Heather M.L. Miller
Presidential Assessors	Voting Assessor	Professor Kent G.W. Moore
Presidential Assessors	Non-Voting Assessor	Ms Yen Du
Presidential Assessors	Non-Voting Assessor	Mr. Mark Overton
Teaching Staff	Member	Professor Andreas Park
Teaching Staff	Member	Professor Andrew Sepielli
Teaching Staff	Member	Professor Brett Beston
Teaching Staff	Member	Professor Chester N. Scoville
<b>Teaching Staff</b>	<b>Vice-Chair</b>	<b>Professor Laura Taylor</b>
Teaching Staff	Member	Professor Laura C. Brown
Teaching Staff	Member	Professor Meghan Sutherland
Teaching Staff	Member	Professor Mohamad Tavakoli-Targhi
Teaching Staff	Member	Professor Nathan Innocente
Teaching Staff	Member	Professor Randy Besco
Teaching Staff	Member	Professor Rosa Junghwa Hong
Teaching Staff	Member	Professor Sanja Hinic-Frlog
Teaching Staff	Member	Professor Sherry Fukuzawa
Teaching Staff	Member	Professor Steve Szigeti
<b>Teaching Staff</b>	<b>Chair</b>	<b>Professor Steven M. Short</b>
Teaching Staff	Member	Professor Teresa Lobalsamo
Teaching Staff	Member	Professor Ulrich W. Fekl
Teaching Staff	Member	Professor Xiaodong Zhu

## **University of Toronto Mississauga Academic Affairs Committee**

### **1. MEMBERSHIP**

#### **1.1 Composition**

Total membership of the University of Toronto Mississauga Academic Affairs Committee (UTM Academic Affairs Committee) will be **63** members and will include two voting administrative assessors appointed by the President.

<b>CONSTITUENCY</b> <sup>12</sup>	<b>CAMPUS COUNCIL</b>	<b>NON-CAMPUS COUNCIL</b>	<b>TOTAL</b>
Administrative Staff	1	1	2
Community Members(including Alumni and LGIC Appointees) Governor Non-governor	0-3 3-0	0	3
Teaching Staff Academic Departments Chairs <i>Ex officio</i> or designates Teaching Staff Governor Non-governor	0-1 3-2	16 16	32 3
Librarians UTM Chief Librarian <i>Ex officio</i> Librarian		1 1	2
Students <sup>13</sup> Governor Non-governor	0-1 2-1	7	9 <sup>14</sup>
Presidential Assessors Vice-Principal, Academic and Dean Vice-Principal, Research		1 1	1 1
<i>Ex Officio</i>			
Chancellor	1	0	1
Chair, Governing Council	1	0	1
Vice-Chair, Governing Council	1	0	1

<sup>12</sup>Constituency definitions are provided in the *University of Toronto Act, 1971*.

<sup>13</sup> Students include UTM-registered and UTM-affiliated students. UTM-affiliated students include but may not be limited to School of Graduate Studies students affiliated with the UTM campus (graduate students) and Faculty of Medicine (Mississauga Academy of Medicine) students affiliated with the UTM campus (undergraduate students).

<sup>14</sup>Student representation from full-time, part-time, undergraduate and graduate constituencies and from a variety of academic units and programs will be sought.

*Terms of Reference - University of Toronto Mississauga Campus Council*

President	1	0	1
Vice-President and Principal, UTM	1	0	1
Vice-President and Provost (or designate)	0	1	1
Dean, School of Graduate Studies and Vice-Provost, Graduate Education (or designate)	0	1	1
Vice-Dean, Academic Experience	0	1	1
Vice-Dean, Teaching and Learning	0	1	1
Registrar, UTM	0	1	1
<b>TOTAL</b>	<b>14</b>	<b>49</b>	<b>63</b>

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

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

## **1.2 Term**

Terms begin on July 1 and continue to June 30.

## **1.3 Appointment/Election of Members of the UTM Academic Affairs Committee**

### **1.3.1 Governing Council Members of the UTM Council and UTM Academic Affairs Committee**

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

### **1.3.2 UTM Council Members of the UTM Academic Affairs Committee**

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

## **1. MEMBERSHIP (cont'd)**

### **1.3.3 Non-UTM Council Members of the UTM Academic Affairs Committee**

#### **1.3.3.1 Election of Administrative Staff, Librarians, Students and Teaching Staff of the UTM Campus**

Non-UTM Council members will be elected by and from among their respective UTM estates in a manner consistent with elections for the Governing Council as overseen by the Elections Committee of the Governing Council. Administrative staff, librarians, and teaching staff are normally elected for three-year terms and are eligible to be re-elected. The non-UTM Council student members are elected annually for a one-year term and are eligible to be re-elected.

Non-UTM Council members may serve on the UTM Academic Affairs Committee for a maximum of nine consecutive years.

### **1.4 Chair and Vice-Chair of the Academic Affairs Committee**

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

## **2. QUORUM**

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

## **3. SUBCOMMITTEES**

### **3.1 Standing Subcommittees**

The Committee may establish subcommittees to deal with matters within its purview. The Committee shall delegate authority to determine undergraduate academic appeals to a subcommittee established for that purpose, pursuant to the *Policy on Academic Appeals Within Divisions*.

## **4. FUNCTION**

In general, the UTM Academic Affairs Committee is concerned with matters affecting the teaching, learning and research functions of the Campus. The Committee recommends for approval to the appropriate body of the Governing Council, through the UTM Council, amendments to divisional academic policies. Academic policy sets out the principles for, the general directions of, and/or priorities for the teaching and research activities of the Campus.

## **5. AREAS OF RESPONSIBILITY**

Sections 5.2 to 5.6 indicate the final level of governance approval required for matters. It is expected that items would have been recommended for approval by the Subcommittee on Academic Appeals, the UTM Academic Affairs Committee, the Committee on Academic Policy and Programs of the Academic Board, the Academic Board, and/or the Executive Committee of the Governing Council, as appropriate. Refer to Attachment A for a detailed map of governance approval pathways.

### **5.1 The following areas are within the responsibility of the UTM Academic Affairs Committee:**

- Academic appeals policies and procedures
- Academic plans and guidelines for such plans
- Academic priorities for fundraising
- Academic programs
- Academic regulations
- Academic services
- Admissions
- Awards
- Examinations and grading practices
- Divisional Guidelines for the Assessment of Teaching and/or Creative Professional Activity
- Name changes of academic units
- Research planning (Research policy is considered by the Committee on Academic Policy and Programs)

### **5.2 Matters Requiring Governing Council Approval**

Priorities for fundraising.

### **5.3 Matters Requiring Confirmation by the Executive Committee of the Governing Council**

- Academic program proposals, as follows:
  - (i) undergraduate programs leading to new degrees;
  - (ii) new graduate programs and degrees;
  - (iii) the termination of existing degrees and graduate programs;
  - (iv) the addition and termination of joint degrees and programs with external institutions;
  - (v) the renaming of degrees; and
  - (vi) programs that establish significant new academic directions for the Campus or are anticipated to have a substantial impact on relationships amongst divisions or with the public.
- Guidelines for Campus academic plans.

## **5. AREAS OF RESPONSIBILITY (cont'd)**

### **5.3 Matters Requiring Confirmation by the Executive Committee of the Governing Council (cont'd)**

- New diploma or certificate programs with resource implications.
- Name changes of academic units.

### **5.4 Matters Requiring Academic Board Approval**

- New Campus policies addressing purely academic matters and major amendments to such policies (following consideration by UTM Council).

### **5.5 Matters Requiring Approval by the Committee on Academic Policy and Programs of the Academic Board**

- New Campus admission policies and major amendments to them that affect the entire Campus.
- Amendments to Campus academic regulations that will have a major effect on the entire Campus or that would require an exception to some element of University-wide policy.
- New undergraduate programs within an existing degree, as defined in the *University of Toronto Quality Assurance Process*, and the closure of such programs.
- New graduate diploma and undergraduate certificate programs, and the closure of such programs, as required by the University's *Policy on Certificates (For Credit and Not-For-Credit)*.
- New collaborative graduate programs and new fields in existing graduate programs, and the closure of either.
- Major amendments to divisional practices and policies regarding examinations and grading policies, including those which require an exception to some aspect of the University-wide policy and those that have a major impact on the division.
- Revised divisional guidelines for the Assessment of Teaching and/or Creative Professional Activity

### **5.6 Matters Requiring Approval by the UTM Academic Affairs Committee**

- Amendments to admission policies that are not of major significance to the entire Campus.
- Establishment, termination or amendment of Campus policies on student awards that are consistent with University-wide policy. These are reported to the Provost's Office for information. The responsibility for the award of individual scholarships, bursaries, prizes and other awards in the gift of UTM may be delegated to a subcommittee or officer of UTM.
- Minor amendments to Campus academic regulations that are consistent with University-wide policy. These are reported to the Provost's Office for information.

## **5. AREAS OF RESPONSIBILITY (cont'd)**

### **5.6 Matters Requiring Approval by the UTM Academic Affairs Committee (cont'd)**

- Minor amendments to Campus examinations and grading policies that are consistent with the University's policy.
- Policies and procedures with respect to petitions and appeals by undergraduate students in connection with the application of academic rules and regulations by officers of UTM or by instructors in connection with academic standing in UTM. A subcommittee may have delegated authority to make rulings on all such appeals and such rulings shall be final and binding, subject to an appeal to the Governing Council. Procedures for academic appeals by graduate students are determined by the School of Graduate Studies in accordance with the *Policy on Academic Appeals within Divisions*.
- Major and minor modifications<sup>15</sup> to existing degree programs. All major modifications shall be reported annually for information to the appropriate body of Governing Council.
- Modification of diploma and certificate programs where authority is delegated to the academic divisions in the University's *Policy on Diploma and Certificate Programs*. An annual report on such actions as required by the *Policy*, shall be provided for information to the appropriate body of Governing Council.
- The Academic Affairs Committee shall receive for information and discussion reviews of academic programs and/or units, consistent with the protocol outlined in the *University of Toronto Quality Assurance Process*. The reviews are forwarded to the Committee on Academic Policy and Programs for consideration.
- Transcript notations within existing degree programs. An annual report on the establishment and termination of transcript notations is submitted to the Committee on Academic Policy and Programs for information.

### **5.7 Matters for Information**

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

The Committee receives annually, from the appropriate administrators, reports on services within its areas of responsibility, including research.

The Committee receives reports from its subcommittee on academic appeals.

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<sup>15</sup>Definitions of major modifications of existing programs, minor modifications, and new academic programs are provided in the *University of Toronto Quality Assurance Process* and are subject to change. *Guidance from the Office of the Vice-Provost, Academic Programs, should be sought prior to the development of any such proposal.*

## **6. PROCEDURES**

### **6.1 Meetings**

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

### **6.2 Agenda**

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

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

### **6.3 Consent Agenda**

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

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

## **6. PROCEDURES (cont'd)**

### **6.3 Consent Agenda (cont'd)**

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

### **6.4 Additional Reports for Information**

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



# UNIVERSITY OF TORONTO

University of Toronto  
Governing Council

## Principles of Good Governance

October 28, 2010

To request an official copy of this policy, contact:

The Office of the Governing Council  
Room 106, Simcoe Hall  
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## **Principles of Good Governance**

### **A. Preamble**

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

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

### **B. Governance Principles**

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

#### **1. Membership**

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

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

## **2. Role**

- Governance approval, oversight and advice, where specified, cover a broad range of institutional responsibility:
  - strategy,
  - image and reputation,
  - finances,
  - capital expenditures and infrastructure,
  - human resources and compensation, including leadership recruitment and evaluation,
  - risk management,
  - academic quality, and
  - student experience.

## **3. Nature of Meetings**

- Governance responsibilities are conducted through a set of committees with clear accountability and delegated authority for advice, oversight and/or approval. The board – or in the University’s case, the Governing Council – retains responsibility to advise on, oversee and/or approve specific matters within this framework of delegated authority.
- The conduct of governance meetings will balance open and confidential / closed discussion in order to ensure appropriate debate and respect for confidentiality.
- Members are provided with necessary and timely information to enable them to fulfill their governance responsibilities.

## **4. Expectations and Attributes**

- Governors are collectively and individually stewards of the University. Each Governor must act in good faith with the view to the best interests of the University.
- Each Governor has the obligation to ensure his/her actions and choices always consider the long term impact for the university as a whole.
- While each Governor may be informed by concerns of his/her individual constituency, it is the absolute duty of a Governor to do what he/she can to ensure that all the constituencies in the future will also be well-served by the decisions that are taken today.

## **5. Identification and Selection**

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

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

## **6. Orientation and Education**

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

## **7. Evaluation**

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

*Approved by the Governing Council October 28, 2010.*



# UNIVERSITY OF TORONTO

University of Toronto  
Governing Council

## **Expectations and Attributes of Governors and Key Principles of Ethical Conduct**

October 28, 2010

To request an official copy of this policy, contact:

The Office of the Governing Council  
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Website: <http://www.governingcouncil.utoronto.ca/>

## **Expectations and Attributes of Governors and Key Principles of Ethical Conduct**

### **1. Preamble**

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

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

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

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

### **2. Expectations and Attributes of Governors**

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

1. Advancing and upholding the mission of the University; and
2. Understanding and having relevant input into the University’s vision, strategies and objectives.
3. Assuming, with the other Governors, the stewardship role of overseeing the business and affairs of the University.
4. Exercising informed judgement – within a reasonable time of joining the Council, becoming knowledgeable about the University and its role in the province, the country, and globally; the academic sector more broadly; emerging trends, issues and challenges, thereby being able to provide wise counsel on a range of issues, through knowledge of and experience with topics and their context.
5. Understanding the current governance policies and practices, the mandates and authorities of the committees on which he or she serves.
6. Understanding that the Governing Council’s role is one of oversight with a focus on strategic matters rather than management or administration.

7. Preparing thoroughly for each meeting by reviewing the materials provided and requesting, as appropriate, clarification or additional information in order to appropriately add value in deliberations and exercising oversight.
8. Communicating persuasively and logically at governance meetings and being willing to be accountable for and be bound by decisions made by the Governing Council or its Boards / Committees.
9. Voting on all matters requiring a decision except where a conflict of interest may exist.
10. Committing to participate actively in governance meetings. Attending at least 75% of all meetings and advising the Secretariat in advance if one must be absent and, if there is a need for extended absences, consulting with the Chair about the need and implications. Electronic participation can be considered in some circumstances.

### **3. Key Principles of Ethical Conduct**

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

#### **Respect for Others**

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

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

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

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

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

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

### **Protecting Confidential Information**

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

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

### **4. Questions, Clarification and Concerns**

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

*Approved by the Governing Council October 28, 2010.*



# UNIVERSITY OF TORONTO

University of Toronto  
Governing Council

## Mandate of Governance

October 28, 2010

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## Mandate of Governance

### A. Preamble

The “Principles of Good Governance”<sup>1</sup> form the basis on which the mandate of governance is based. The three primary functions of governance are:

- approval – governance *approves* specific policies, plans or projects according to established procedures.
- oversight –governance receives a wide variety of reports and information through which it *monitors the quality and substance of institutional leadership and decision-making*.
- advice – governance is consulted and *provides input*, sometimes in confidence, on proposed initiatives at various stages of development.

### B. Governance versus Administration

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

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

### C. Functions

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

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

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<sup>1</sup> The *Principles of Good Governance* were approved by the Governing Council on October 28, 2010.

- image and reputation
  - provides advice on the institution's local, national and international standing, and
  - ensures that this standing is protected.
- recruiting, hiring, supporting and evaluating the chief executive officer.
- finance
  - advises on and approves financial policies developed by the administration,
  - reviews and approves the institution's annual budget, and
  - reviews and approves the institution's audited financial statements.
- human resources
  - advises on and approves human resources policies,
  - advises on and approves compensation policies and proposals,
  - monitors the implementation of policies to ensure overall employee well-being and satisfaction,
  - receives reports on specific matters,
  - confirms the appointment of senior officers on the recommendation of the chief executive officer,
  - approves and provides oversight on the implementation of compensation frameworks for senior officers; and
  - appoints senior officers with particular reporting relationships to governance – for example, the Secretary and the Ombudsperson.
- capital expenditures and infrastructure
  - reviews and approves institutional master plans,
  - reviews and approves major capital projects, and
  - monitors project implementation.
- risk management
  - ensures compliance with applicable legislation, and
  - reviews and approves risk management framework, ensuring that mechanisms are in place to identify, assess, manage and provide accountability for relevant areas of institutional risk.
- governance effectiveness
  - agenda management,
  - selection process for governors,
  - evaluation process,
  - committee mandates,
  - interpretation / delineation of responsibilities, and
  - clearly defines and respects its role relative to that delegated to the administration.
- academic quality
  - ensures that clear processes for assurance of academic quality are in place and implemented for
    - Ø academic divisions,
    - Ø academic programs
    - Ø academic appointments,

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

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

#### **D. Responsibility for Functions: Boards and Committees**

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

*Approved by the Governing Council October 28, 2010.*