



UNIVERSITY OF  
**TORONTO**

**College of Electors**

**Governance at the University of Toronto**

**October 17, 2012**

# University of Toronto

- King's College established by royal charter in 1827
- University College
- Federated Universities
  - St. Michael's
  - Trinity
  - Victoria

# University of Toronto

- 3 campuses
- \$1.7 billion annual operating budget
- \$380 million in external research funding and \$500 million in 9 partner hospitals
- Over 80 graduate departments offering degree and collaborative programs
- 30 academic divisions
- Over 77,000 undergraduate and graduate students
- Over 8,000 faculty and staff
- Over 500,000 living graduates

# University of Toronto

## Academic divisions:

- 19 Faculties / Schools
- UTM, UTSC
- 4 Constituent Colleges
- 3 Federated Colleges
- Library
- School of Continuing Studies

# *University of Toronto Act (1971)*

- defines the system of governance and specifies:
  - the composition of Governing Council
  - its powers and duties: “government, management and control of the University and of the property, revenues, business and affairs thereof are vested in the Governing Council”
  - how its members are to be chosen
  - that Council can determine the remainder of its structure

# University Administration

The administration is responsible for the day-to-day business of the University and for implementing policies and strategic directions adopted by the Council.

## President

- duties specified in *University of Toronto Act*
  - chief executive officer
  - appointed by the Governing Council

## Vice-President and Provost

- chief academic officer and chief budget officer
- appointed by the Governing Council

## Vice-Presidents

- appointed by the Governing Council

## Deans and Principals

- duties specified in *Policy on the Appointment of Academic Administrators*
- chief executive officer of the Faculty/College

# Governing Council

## Membership

**50 Members**

**President and Chancellor *ex officio***

**2 Presidential Appointees**

**16 Lieutenant-Governor-in-Council Appointees**

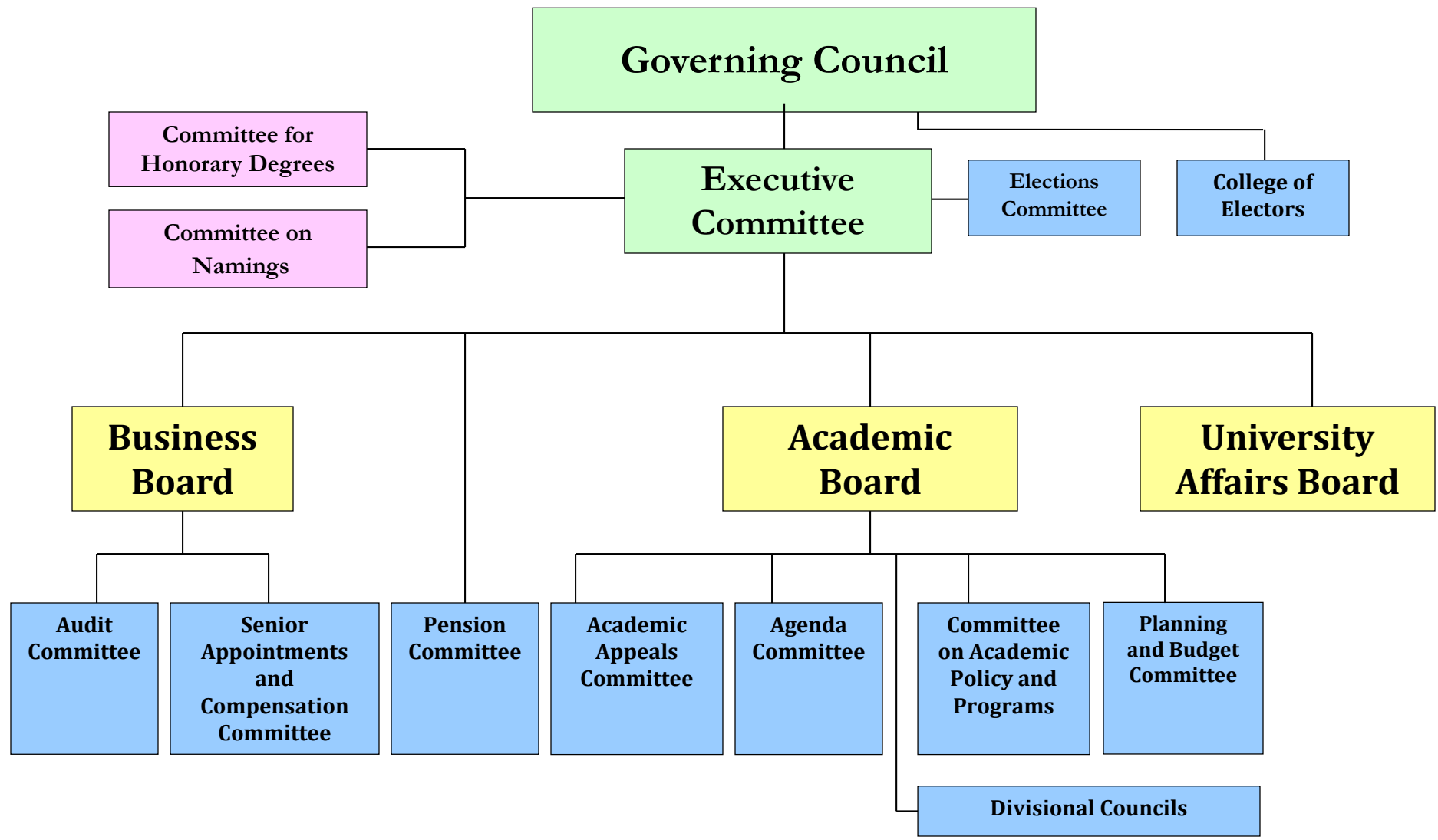
**8 Alumni**

**12 Faculty**

**8 Students**

**2 Administrative Staff**

# The Governing Council and its Boards and Committees





# *Towards 2030*

- *2007 – 2009: Towards 2030: A Long-term Planning Framework for the University of Toronto*
- A vision and guide for how we can build on our achievements and continue on our trajectory of excellence
  - **The University's Distinctive Role**
  - **Tri-Campus Issues**
  - **Enrolment Plans and Institutional Balance**
  - **Capital Plans**
  - **Student Recruitment and Experience**
  - **Internal Resource Allocation**
  - **Advancement**
  - **Long-term Institutional Resources**
  - **Administration**
- Time to see what progress we had made and what new and ongoing challenges and opportunities lie before us.
- *Towards 2030: The View from 2012 – A Framework* and *Towards 2030: The View from 2012 – An Assessment of the University of Toronto's Progress Since Towards 2030*

# Guiding Principles for Governors and College Members

*Report of the Task Force on Governance –  
October 28, 2010:*

- Principles of Good Governance
- Mandate of Governance
- Expectations and Attributes of Governors and Key Principles of Ethical Conduct

# *Towards 2030: The View from 2012*

## **Context and Challenges**

- **Per student funding from the Province of Ontario unchanged in 17 years**
- **Deterioration of the economic environment beginning with the collapse of many of the world's markets in 2008**

### **Deleterious effects on publicly supported universities**

- **Endowment losses**
- **Defined benefit pension plans in deficit**
- **Governments in deficit – little or no additional funding to universities**

# *Towards 2030: The View from 2012*

## **Progress to Date**

- **Advances in recruitment and admissions of first-entry undergraduates**
- **Improvements in the first-year undergraduate experience.**
- **Continued commitment to student financial aid.**
- **Strong research, honours, and rankings.**
- **Hiring of new faculty.**
- **Development of the tri-campus governance structure.**

# Role of the College of Electors

- **Role of the College has evolved in light of the Task Force on Governance.**
- **Constitutional revision in June, 2011.**
- **The work of the College relies on:**
  - **Divisional leadership, staff, and constituent alumni associations**
  - **Division of University Advancement**
  - **Office of the Governing Council**
- **The College must work collaboratively and in coordination with relevant stakeholders.**