UNIVERSITY OF TORONTO

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

TO: UTM Campus Council

SPONSOR: Claire Kennedy, Chair of the Governing Council
CONTACT INFO: 416-978-2117, chair.gc@utoronto.ca

PRESENTER: Sheree Drummond, Secretary of the Governing Council
CONTACT INFO: 416-978-6576, governing.council@utoronto.ca

DATE: March 2, 2020 for March 9, 2020

AGENDA ITEM: 4

ITEM IDENTIFICATION:

Tri-Campus Follow-Up Governance Review – 2020 Committee to Review the UTM and UTSC Campus Council ("CRCC") Terms of Reference and Membership

JURISDICTIONAL INFORMATION:

In light of the mandate of the Committee to Review Committee to Review the UTM and UTSC Campus Councils, the terms of reference and membership of the Committee are being shared with the UTM and UTSC Campus Councils for information.

PREVIOUS ACTION TAKEN

The Committee to Review the UTM and UTSC Campus Councils reported its findings and recommendations to Governing Council on December 11, 2014.

The Terms of Reference and membership of the 2020 Committee to Review the UTM and UTSC Campus Councils was approved by the Governing Council on February 27, 2020.

GOVERNANCE PATH:

1. UTM Campus Council [for information] (March 9, 2020)
2. UTSC Campus Council [for information] (March 10, 2020)

HIGHLIGHTS:

The 2020 Committee to Review the UTM and UTSC Campus Council ("CRCC") has been struck pursuant to the recommendation of the 2014 Review. As the 2014 Review took place only a year after the implementation of the tri-campus governance structure, it was recommended that a follow-up review be undertaken in three years' time (2017-18). That follow-up review was postponed until the review of the tri-campus administrative structure was completed.

RECOMMENDATION:

This item for information.

DOCUMENTATION

- Cover Sheet: Tri-Campus Follow-Up Governance Review – 2020 Committee to Review the UTM and UTSC Campus Council ("CRCC") Terms of Reference and Membership

- Terms of Reference and Membership for the 2020 Committee to Review the UTM and UTSC Campus Councils.

FOR APPROVAL   **CONFIDENTIAL**   *IN CAMERA* **SESSION**

TO: Governing Council

SPONSOR: Claire Kennedy, Chair of the Governing Council
CONTACT INFO: 416-978-2117, chair.gc@utoronto.ca

PRESENTER: See above
CONTACT INFO:

DATE: February 20, 2020 for February 27, 2020

AGENDA ITEM: 13

ITEM IDENTIFICATION:

Tri-Campus Follow-Up Governance Review – 2020 Committee to Review the UTM and
UTSC Campus Council ("CRCC") Terms of Reference and Membership

JURISDICTIONAL INFORMATION:

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 that mandated a review of the new governance model at the end of the first year
of operation. In June 2014, the Governing Council struck the Committee to Review the
UTM and UTSC Campus Councils to undertake such review.

PREVIOUS ACTION TAKEN

The Committee to Review the UTM and UTSC Campus Councils reported its findings
and recommendations to Governing Council on December 11, 2014.

The CRCC recommended a follow-up review of the tri-campus governance model in
three years' time, that is, in the 2017-2018 academic year. On October 12, 2017
following approval by the Executive Committee[1], the timing of the review of the tri-

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[1] *Report Number 491 of the Executive Committee, October 12, 2017.*

campus governance would be adjusted further to the recommendation of the Presidential Review with regard to a review of the tri-campus <u>administrative</u> structure.[2]

GOVERNANCE PATH:

1. Executive Committee [for endorsement and forwarding] (February 12, 2020)
2. Governing Council [for approval] (February 27, 2020)

HIGHLIGHTS:

The CRCC's report and recommendations were the result of consultations undertaken by the Committee during September 2014 to November 2014, which included both in-person consultations as well as a broad call for submissions targeted to UTM and UTSC faculty, staff and students, relevant bodies and student societies on the UTM and UTSC campuses, and University-wide associations and Representative Student Committees[3].

The CRCC's consultations affirmed that there is widespread recognition that the model works and that its creation was a timely and positive response to the University of Toronto's thriving tri-campus reality. There continues to be general satisfaction with, and support for, the tri-campus governance model. With particular recognition of the efficiencies gained by the delegation of authority to local expertise.

Given that at the time of the first review, it had only been one year since the implementation of the model, the CRCC recommended that the Governing Council undertake a follow-up review in three years' time. Following approval by the Executive Committee, that review was delayed until the administrative review was completed. With that administrative review process now concluded, the follow-up review of the tri-campus governance model can now proceed.

FINANCIAL IMPLICATIONS:

There are no direct implications for the University's operating budget at this time.

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[2] The December 2014 *Report of the Committee to Review the UTM and UTSC Campus Councils* recommended that a review of the tri-campus governance model take place in the 2017-18 academic year. The *Presidential Review Report* had noted that the review of the tri-campus administrative structure should <u>precede</u> the review of the tri-campus governance model and as such the timing of the governance review should be adjusted as needed.

[3] The Representative Student Committees were the Students' Administrative Council (operation as the University of Toronto Students Union, UTSU), the Association of Part-time Undergraduate Students (APUS), the Graduate Student's Union (GSU), and the Scarborough Campus Students' Union (SCSU). For the purpose of the 2014 Review, the Erindale College Student Union (operating as the University of Toronto Mississauga Students' Union, UTMSU) was treated as if it was a Representative Student Committee at the time.

RECOMMENDATION:

Be It Resolved

THAT the proposed Terms of Reference and the proposed membership for the Committee to Review the UTM and UTSC Campus Councils (2020) be approved.

DOCUMENTATION

- Proposed Terms of Reference and Membership for the 2020 Committee to Review the UTM and UTSC Campus Councils.

UNIVERSITY OF TORONTO

OFFICE OF THE GOVERNING COUNCIL

The 2020 Committee to Review the UTM and UTSC Campus Councils

Terms of Reference

A.   Mandate

The 2020 Committee to Review the UTM and UTSC Campus Councils (hereinafter "the CRCC (2020)") is a committee established by the Governing Council to conduct a review of elements of the tri-campus governance model formed in June 2012.

B.   Scope

The CRCC (2020) is charged with reviewing particular elements of the tri-campus governance model which experience has shown may require some refinement.

The CRCC (2020) is to report its findings and include any recommendations for further refinements which would enhance the ability of the Campus Councils and their Committees to execute their respective mandates, and recommend revisions to the Terms of Reference of the Academic Affairs Committees (AACs) and the Campus Affairs Committees (CACs) to align with current practices as appropriate.

C.   Areas for Consideration

The Committee is to consider the following issues, and use these areas to define the parameters of its work.

a) **Budget –** 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 (as part of the University's annual operating budget). From the outset, the Terms of Reference were not intended to assign approval responsibility of the budget to those bodies. In 2014 the Governing Council received a document entitled 'Consideration of Budget Matters by UTM and UTSC Campus Councils and Campus Affairs Committees'[1] that was a step toward clarifying the most apt role for the bodies in the annual budgeting process and the manner in which the provision

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[1] Item 3 – Governing Council, September 11, 2014

might be fulfilled. It included a process map which has shaped the way in which budget matters have been considered by the UTM and UTSC Campus Councils and Campus Affairs Committees in the intervening years. At this juncture, there is a shared sense among the institutional and campus Assessors who are responsible for these matters that further refinement and clarification are necessary. The CRCC (2020) is to consider potential revisions to the current approach. In part its work shall be informed by the recently completed Tri-Campus Review, and particularly the work of the Administrative Structure and Budget pillars of that Review.

b) **Leadership** – The Chair and Vice Chair of the Campus Councils are elected by the members of the Governing Council on the respective Campus Councils. Practically speaking this means that a group of three people elect the Chair. In contrast the Chairs of the Boards (Academic Board, Business Board, University Affairs Board) are appointed by the Governing Council, on the recommendation of the Chair. The CRCC (2020) is to consider whether aligning the selection practices of the Chairs of the Campus Councils with those of the Boards would be appropriate.

c) **Membership –** Historically, graduate and part-time undergraduate seats on the Campus Councils and their Standing Committees have generally been challenging to fill, while participation is strong among full-time undergraduate students. The CRCC (2020) is to consider whether a change in the current distribution of student seats on the UTM and UTSC governance bodies across the full-time undergraduate, part-time undergraduate, and graduate student constituencies to better reflect the student population of those campuses would be appropriate.

d) **Additional Refinements**

In part based on information received through its consultations, the CRCC (2020) is asked to comment on any further refinements, which at the discretion of the Chair are consistent with the mandate of the Committee and scope of the review, which might enhance the ability of the Campus Councils and their Committees to execute their respective mandates and better align, if necessary, the Terms of Reference of the Academic Affairs Committees (AACs) and the Campus Affairs Committees (CACs) with current practices.

D.   Membership and Structure

The CRCC (2020) will comprise nine (9) members drawn from the Governing Council and from the UTM and UTSC Campus Councils. The proposed membership attempts to balance among the estates[2].

The membership is as follows:

> Ms Jane Pepino (LGIC Governor, Vice-Chair of the Governing Council) – Chair
> Professor Wisdom Tettey (Vice-President and Principal, UTSC; Presidential Appointee Governor; Voting Assessor, UTSC Campus Council)
> Mr. Preet Banerjee (LGIC Governor; Chair of the UTSC Campus Council)
> Professor Mohan Matthen (Teaching Staff Governor; Chair of the UTM Campus Council)
> Dr. Tayyab Rashid (Administrative Staff Member, UTSC Campus Council; Chair, UTSC Campus Affairs Committee)
> Professor Joseph Leydon, (Teaching Staff Member, UTM Campus Council; Chair of the UTM Campus Affairs Committee)
> Ms Sue Graham-Nutter (Co-opted Lay Member, Business Board and Audit Committee[3])
> Ms Xing Wei (Full-Time Undergraduate Student Member, UTM Campus Council)
> Ms Annie Sahagian (Full-Time Undergraduate Student Member, UTSC Campus Council)

The Secretary of the Governing Council, Ms Sheree Drummond, will serve as Secretary of the Committee, supported by Assistant Secretary, Ms Tracey Gameiro. Ms Cindy Ferencz-Hammond, Assistant Secretary, UTM and Ms Emma Thacker, Assistant Secretary, UTSC, will also provide support.

E.   Consultation

In conducting its review, it is expected that the CRCC (2020) will invite advice and feedback from appropriate stakeholders and from members of the University of Toronto community.

The CRCC (2020) will issue a broad call for submissions as well as targeted communications to UTM and UTSC, including to the University of Toronto Mississauga Student's Union (UTMSU) and the Scarborough Campus Students' Union (SCSU).

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[2] 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..
[3] Sue Graham-Nutter is a past Community Member of the UTSC Campus Council, and served on the 2014 Committee to Review the UTM and UTSC Campus Councils

F.   Authority and Reporting

The CRCC (2020) is authorized by Governing Council to carry out any activity within its terms of reference.

It is expected that the CRCC (2020)'s recommendations will be considered by the Governing Council at its meeting in June, 2020.

Appendix A

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 2030[4] planning exercise, a Task Force on Governance[5] 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).[6]

    The Task Force completed its Report on June 22, 2010. Following a full discussion, and addresses by representatives of two of the four Representative Student Committees,[7] the

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[4] http://www.towards2030.utoronto.ca/

[5] https://governingcouncil.utoronto.ca/report-task-force-governance

[6] https://governingcouncil.utoronto.ca/sites/default/files/import-files/r1008-3i7246.pdf

[7] The Representative Student Committees were: the University of Toronto Students Union, (UTSU), the Association of Part-time Undergraduate Students (APUS), the Graduate Students' Union (GSU), the Scarborough Campus Students' Union (SCSU), and the University of Toronto Mississauga Students' Union, (UTMSU).

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 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.[9]

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[10] 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.[11] 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

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[8] https://governingcouncil.utoronto.ca/sites/default/files/import-files/a10287269.pdf
[9] https://governingcouncil.utoronto.ca/sites/default/files/import-files/TFOGimplementationTOR7392.pdf
[10] 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.
[11] https://governingcouncil.utoronto.ca/sites/default/files/import-files/a06258920.pdf

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."[12]

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:

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.[13]

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 documentation[14] provided to the Governing Council for its meeting held on December 13, 2012 as well as in the minutes for that meeting.[15]

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.

5. The Committee to Review the UTM and UTSC Campus Councils, 2014

As referenced above, 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. In June 2014 the Governing Council struck the Committee to Review the UTM and UTSC Campus Councils to undertake such review.

The Committee to Review the UTM and UTSC Campus Councils reported its findings and recommendations to Governing Council on December 11, 2014.

The CRCC recommended a follow-up review of the tri-campus governance model in three years' time, that is, in the 2017-2018 academic year. On October 12, 2017 following approval by the Executive Committee[1], the timing of the review of the tri-campus

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[12] https://governingcouncil.utoronto.ca/sites/default/files/import-files/a0625-5ai8939.pdf
[13] https://governingcouncil.utoronto.ca/sites/default/files/import-files/r06258967.pdf
[14] https://governingcouncil.utoronto.ca/sites/default/files/import-files/a12139176.pdf
[15] https://governingcouncil.utoronto.ca/sites/default/files/import-files/r12139421.pdf

governance was adjusted further to the recommendation of the Presidential Review with regard to a review of the tri-campus *administrative* structure.[16]

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[16] The December 2014 Report of the Committee to Review the UTM and UTSC Campus Councils recommended that a review of the tri-campus governance model take place in the 2017-18 academic year. The Presidential Review Report had noted that the review of the tri-campus administrative structure should precede the review of the tri-campus governance model and as such the timing of the governance review should be adjusted as needed.

Appendix B

Organizational Chart of the Governing Council

UNIVERSITY OF TORONTO

GOVERNING COUNCIL
Boards and Committees

GOVERNING COUNCIL

Committee for Honorary Degrees

Committee on Namings

Executive Committee

Elections Committee

College of Electors

Academic Board

Business Board

University Affairs Board

Campus Council UTM

Campus Council UTSC

Academic Appeals Committee

Agenda Committee

Committee on Academic Policy & Programs

Planning & Budget Committee

Audit Committee

Senior Appointments and Compensation Committee

Pension Committee

Academic Affairs Committee

Campus Council Agenda Committee

Campus Affairs Committee

Academic Affairs Committee

Campus Council Agenda Committee

Campus Affairs Committee

Divisional Councils