



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: UTM Campus Council

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PRESENTER: See above
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DATE: September 29, 2020 for October 6, 2020

AGENDA ITEM: 5

ITEM IDENTIFICATION:

Revisions to the UTM Campus Council and its Committees *Terms of Reference*

JURISDICTIONAL INFORMATION:

The Governing Council has established Boards, Councils and Committees and assigned responsibilities among those bodies through their terms of reference. The Governing Council has periodically approved changes in Board, Council and Committee terms of reference to respond to changing circumstances, changes arising out of approved Policies and reports, and routine, minor revisions.

GOVERNANCE PATH:

1. UTM Campus Affairs Committee [For Information] (September 14, 2020)
2. UTM Academic Affairs Committee [For Information] (September 15, 2020)
3. **UTM Campus Council** [For Information] (October 6, 2020)
4. Executive Committee [For Endorsement & Forwarding] (October 20, 2020)
5. Governing Council [For Approval] (October 29, 2020)

PREVIOUS ACTION TAKEN:

The *Report of the 2020 Committee to Review the UTM and UTSC Campus Councils* (CRCC 2020) was approved by the Governing Council on June 25, 2020.

HIGHLIGHTS:

The proposed changes to the Terms of Reference of the UTM Campus Council and its Committees arise from the recommendations of the *Report of the 2020 Committee to Review the UTM and UTSC Campus Councils* (CRCC 2020).

On June 25, 2020 the Governing Council approved the CRCC 2020’s recommendations on budget, leadership and membership.

Budget

The CRCC 2020 recommended that the governance pathway for the campus operating budget be adjusted.¹ The Report noted that from the outset the Terms of Reference (TOR) for the Campus Council (CC) and the Campus Affairs Committee (CAC) were not intended to assign approval responsibility of the campus operating budget to those bodies. The changes to the governance pathways that were approved by the Governing Council reflect an approach outlined by the recently completed administrative Tri-Campus Review that provides for the local community to be engaged more fully as the campus budget is developed for roll-up into the University operating budget. This engagement is through administrative processes rather than the governance process. In terms of the governance process, the UTM senior administration will provide a status report on the campus strategic priorities to the CAC and the CC in Cycle 2, and the campus operating budget will be presented, for information, to those bodies in Cycle 5. There will continue to be a presentation by the Vice-President and Provost on the comprehensive institutional operating budget, for information, in Cycle 4. The language in section 5.7 of the TOR of the CAC has been revised accordingly.

Leadership

The CRCC 2020 recommended that “...the process for the appointment of leadership of the Campus Councils mirror that of the Boards whereby the Chair [of the Governing Council] recommends the appointments to the Governing Council for approval. The Chair’s recommendations are informed, as appropriate, by governors’ nominations, governors’ preferences, and having regard to needs and skills sets.” The language in section 1.4 of the TOR of the CC has been revised accordingly.

Membership

The CRCC 2020 recommended that the full-time and part-time undergraduate constituencies be combined with no change to the total number of seats. This would not preclude an outcome whereby there were students from each of these constituencies, but it is hoped that it will increase the likelihood that no student seats would go unfilled. As noted in the Report, the recommendation “... is aimed at supporting a stronger (collective) student voice”.² This does not require revisions

¹ CRCC 2020, Page 13.

² CRCC 2020, page 14.

to any of the Terms of Reference but will be reflected in the annual Election Guidelines. *Other Revisions*

Further to the recommendation of the CRCC 2020 that additional minor refinements to the TORs of the CC and its Committees should be considered, additional proposed changes in the TORs are intended to enhance the ability of the CC and its Committees to execute their respective mandates and better align, as appropriate, the TORs of the Committees with current practices. These changes include, but are not limited to:

- Adding references to relevant policies and guidelines for clarity. For example, in Section 5.4 of the AAC TOR when creating and closing new undergraduate degrees and graduate programs, a reference has been added to the *University of Toronto Quality Assurance Process*, a document that guides such changes; and in Section 5.8 of the CAC TOR, reference to Proposals for Extra-Departmental Units are considered and recommended for approval pursuant to the *Policy on Interdisciplinary Education and Research Planning* and pursuant to the *University of Toronto Guidelines for Extra-Departmental Units*.
- Including important items such as the campus strategic plan and the academic plan under the areas of responsibility for the relevant bodies. While in practice these had come forward to governance they were not explicitly listed in the TORs.
- Consolidating sections on the length of term and election of members in Section 1.3.3 of the TORs of the two Committees to eliminate redundancy.
- Removing notations that only applied in the first year of operation of these bodies regarding the initial appointment of community members.
- Removing unnecessary quotations from *By-law Number 2*.

Finally, two additional revisions that do not arise from a specific recommendation in the CRCC 2020, are with regard to composition. The first is a result of the creation of two Extra-Departmental Unit As: the Institute for Management & Innovation (IMI)³, and the Institute for the Study of University Pedagogy (ISUP)⁴. The creation of these two new units requires a change to Section 1.1 of the AAC TOR, whereby the number of Chairs *Ex officio* or designate increases from 16 to 18, and the number of elected teaching staff increases from 16 to 18.

The second is with regard to the number of community members from the Campus Council on the AAC. This has been reduced from three to two, thus continuing to allow for the inclusion of community members on the AAC, while maintaining an appropriate balance of community members with internal members given the function of the AAC.

FINANCIAL IMPLICATIONS:

³ Approved by the Governing Council on May 14, 2020.

⁴ Approved by the Governing Council on June 25, 2020

None

RECOMMENDATION:

For Information

DOCUMENTATION PROVIDED:

- UTM Campus Council and its Standing Committees *Terms of Reference* (track changes version)
- UTM Campus Council and its Standing Committees *Terms of Reference* (proposed final version)
- *Report of the 2020 Committee to Review the UTM and UTSC Campus Councils (CRCC 2020)*

Terms of Reference

University of Toronto Mississauga Campus Council

1. MEMBERSHIP

1.1 Composition

Total membership will be **28** members, reflecting the Governing Council's membership in that half of the University of Toronto Mississauga Campus Council (UTM Council) membership will be internal (administrative staff, students, and teaching staff of the UTM campus) and half external (alumni and community members). On the Governing Council, the latter group would be elected alumni and appointed Lieutenant Governor-in-Council (LGIC) governors. There will be one voting administrative assessor, the Vice-President and Principal, UTM, who serves on the Council *ex officio*.

CONSTITUENCY ¹	GOVERNING COUNCIL	NON-GOVERNING COUNCIL	TOTAL
Administrative Staff	0	2	2 ²
Community Members, including Alumni, LGIC Appointees, and other members of the community ³	3	8	11
Teaching Staff	1	5	6
Students ⁴	0 - 1	4 - 3	4
<i>Ex Officio</i>			
Chancellor	1	0	1
Chair, Governing Council	1	0	1
Vice-Chair, Governing Council	1	0	1
President	1	0	1
Vice-President and Principal, UTM			1
TOTAL	8-9	19-18	28

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

¹ Constituency definitions are provided in the *University of Toronto Act, 1971*.

² Normally, one of the two administrative staff positions will be reserved for a librarian.

³ "Other members of the community" refers to individuals in the broader community who have an interest in, commitment to or affiliation with the campus.

⁴ 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).

1. MEMBERSHIP (cont'd)

The President may appoint annually University Officers as non-voting assessor members of the UTM Council in addition to the *ex officio* voting assessor.

1.2 Term

Terms begin on July 1 and continue to June 30.

1.3 Appointment/Election of Members

1.3.1 Appointment of Governing Council Members to the UTM Council

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

1.3.2 Appointment/Election of Non-Governing Council Members to the UTM Council

1.3.2.1 Election of Administrative Staff, Students, and Teaching Staff of the UTM Campus

Non-governors 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. The non-Governing Council student members are elected annually and may be re-elected. The non-Governing Council administrative staff and teaching staff members are elected for three-year terms and may be re-elected. Non-governors may serve on the UTM Council for a maximum of nine consecutive years, which is consistent with the maximum number of years that a member may serve on the Governing Council.⁵

1.3.2.2 Appointment of Community Members by the UTM Council Agenda Committee

The representative UTM Council Agenda Committee will serve as a nominating committee for community members (alumni and other individuals from the broader community with a close relationship with the campus) of the UTM Campus Council.⁶ Membership of this Committee is outlined in Section 1 of the UTM Council Agenda Committee terms of reference. In fulfilling its responsibilities as a nominating committee, the UTM Council Agenda Committee will issue a broadly-based call for nominations for community members of Campus Council. In developing recommendations for ~~alumni~~ community appointments, preference will normally be given to alumni of the UTM campus. The UTM Council Agenda Committee will recommend the community membership of the UTM Council, which is responsible for appointing those members. When serving as the nominating committee, the UTM Council Agenda Committee meets *in camera*.

⁵University of Toronto Act, 1971, Section 2 (9).

⁶The Governing Council's Nominating Committee for Lieutenant Governor In-Council Governors will serve as the nominating committee during the transition period while the UTM Council is being established in the initial year. For this purpose, the committee will include the Vice-President and Principals of UTM and UTSC.

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1.4 Officers of the UTM Council

1.4.1 Chair and Vice-Chair

~~The Chair and Vice-Chair of the Campus Council are appointed by the Governing Council from among the members of the Governing Council on the Campus Council.~~

~~The Chair and Vice-Chair of the UTM Council shall be elected annually from among the members of the Governing Council on the UTM Council.~~

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1.4.2 Secretary

~~The Secretary of the UTM Council shall be appointed by the Vice-President and Principal of UTM and shall be a non-voting, *ex officio* member of the UTM Council and its committees.~~

2. QUORUM

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

3. COMMITTEES

3.1 Standing Committees

The Standing Committees of the UTM Council are:

- Academic Affairs Committee
- Campus Affairs Committee
- Campus Council Agenda Committee

3.2 Special Committees

From time to time the UTM Council may find it useful to establish Special Committees to consider particular issues. Special Committees are normally formed on the recommendation of the UTM Council Agenda Committee, when, in the view of the UTM Council, one or more of the following conditions exist:

- a) an issue cannot be accommodated easily within Standing Committee schedules - either intense scrutiny is required in a relatively short time or thorough examination of complex issues is necessary over a relatively long period of time;

3. COMMITTEES (cont'd)

3.2 Special Committees (cont'd)

- b) an issue does not fall readily under an existing Standing Committee - either because it is not clearly within any Standing Committee's terms of reference or because aspects of the issue cut across several bodies;
- c) there is a need for the participation of experts not represented on the relevant committee.

A recommendation from the UTM Council Agenda Committee to establish a Special Committee shall include terms of reference, an outline of membership, the anticipated reporting date and the date of disestablishment.

4. FUNCTION

On behalf of the Governing Council, the UTM Council exercises governance oversight of campus-specific matters, as well as any matters assigned to it by the Governing Council from time to time. In general, the UTM Council is concerned with matters affecting the Campus' objectives and priorities, the development of long-term and short-term plans and the effective use of resources in the course of these pursuits.

Decisions of the UTM Council may be final with confirmation by the Executive Committee on behalf of the Governing Council, or constitute a recommendation to the Governing Council or one of its bodies.

5. AREAS OF RESPONSIBILITY

5.1 The following areas are within the UTM Council's responsibility. Matters within these areas may be considered by the UTM Council itself and/or one of its Standing Committees:

- Academic appeals
- Academic plans and guidelines for such plans
- Academic priorities for fundraising
- Academic programs
- Academic regulations
- Admissions
- Awards
- Budget
- Campus and student services
- Campus Master Plans
- Campus security
- [Campus Strategic Plan](#)
- Capital plans, projects and space

5. AREAS OF RESPONSIBILITY (cont'd)

- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Establishment, termination or restructuring of academic units
- Examinations and grading practices
- Divisional Guidelines for the Assessment of Teaching and/or Creative Professional activity
- Name changes of academic units
- Relations with the campus's external community
- Research planning
- Student societies and campus organizations

Sections 5.2 to 5.5 below refer to those matters that come forward to the UTM Council itself from its standing committees. ~~Refer to Attachment A for a detailed map of governance approval pathways.~~

5.2 Matters Requiring Governing Council Approval

- Academic priorities for fundraising
- Budget (as part of the University's annual operating budget)
- Campus Master Plan
- Capital plans, projects, and space
- Establishment, disestablishment or restructuring of academic units as per the *University of Toronto Guidelines for Extra Departmental Units*
- New policy and major policy changes concerning campus co-curricular programs, services, and facilities

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

Matters listed in Section 5.5 require confirmation by the Executive Committee of the Governing Council, pursuant to the *University of Toronto Act, 1971*, Section 2(14)(e), which states 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."

5.4 Matters Requiring Academic Board Approval

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

5.5 Matters Requiring Approval by the UTM Council

- Campus and student services
- Campus security
- Academic Plan
- Campus Strategic Plan

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- Child care

5. AREAS OF RESPONSIBILITY (cont'd)

5.5 Matters Requiring Approval by the UTM Council (cont'd)

- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Individual project planning reports
- Relations with the campus' external community
- Student societies and campus organizations

5.6 Matters for Information

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

6. PROCEDURES

6.1 Meetings

The UTM Council normally meets 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 Council will use the procedures set out for the meetings of the Committees of the Governing Council.

6.2 Consent Agenda

The UTM Council Agenda Committee may determine that an item should be placed on a "consent" portion of the agenda. Those items are not given individual consideration by the UTM Council, 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 UTM Council 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 UTM Council in the usual manner.

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

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 UTM Council without introduction or discussion.

6. PROCEDURES (cont'd)

6.3 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 UTM Council Agenda Committee from time to time will be considered by means of 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 UTM Council should notify the Secretary at least fourteen days in advance of the next meeting to enable consideration by the UTM Council Agenda Committee. The report will be considered by the UTM Council at that meeting in the usual manner.

University of Toronto Mississauga Campus Council Agenda Committee

1. MEMBERSHIP

1.1 Composition

A representative body with total membership of **13** members, the University of Toronto Mississauga Campus Council Agenda Committee (UTM Council Agenda Committee) is composed of members of the UTM Council and comprises the five estates of the Governing Council and the UTM Council.

The UTM Council shall appoint one additional member of the teaching staff and one additional student member from among its members to sit on the UTM Council Agenda Committee when the Committee serves as a nominating committee of the UTM Council.

CONSTITUENCY⁷	GOVERNING COUNCIL	NON-GOVERNING COUNCIL	TOTAL
Administrative Staff	0	1	1
Community Member (an alumnus/a, LGIC appointee or other member of the community) ⁸	0-1	1 -0	1
Teaching Staff	0 - 1	1 - 0	1
Student ⁹	0 - 1	1 - 0	1
<i>Ex Officio</i>			
Chancellor	1		
Chair, Governing Council	1		
Vice-Chair, Governing Council	1		
President	1		
Chair, UTM Council	1		
Vice-Chair, UTM Council	1		
Chair, Academic Affairs Committee (AAC)		1	
Chair, Campus Affairs Committee (CAC)		1	
Vice-President and Principal, UTM			1
			9
TOTAL	6-9	6-3	13

⁷ Constituency definitions are provided in the *University of Toronto Act, 1971*.

⁸ "Other member of the community" refers to an individual in the broader community who has an interest in, commitment to or affiliation with the campus.

⁹ 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).

Terms of Reference - University of Toronto Mississauga Campus Council

1. MEMBERSHIP (cont'd)

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

1.2 Term

Terms are for one year, beginning on July 1 and continuing to June 30.

1.3 Appointment of Members of the UTM Campus Council Agenda Committee

Members of the UTM Council Agenda Committee are appointed annually by the UTM Council from among its members on the recommendation of the UTM Council Chair, following nominations by and from among the represented estates on the Campus Council.

1.4 Chair and Vice-Chair of the UTM Campus Council Agenda Committee

The Chair and Vice-Chair of the UTM Council are the Chair and Vice-Chair of the UTM Council Agenda Committee.

2. QUORUM

Quorum shall consist of one-third of the voting members (normally 5).

3. SUBCOMMITTEES

3.1 Special Committees

The UTM Council Agenda Committee may establish Special Committees for specific purposes.¹⁰

4. FUNCTION

Subject to the authority of the Governing Council, the UTM Council Agenda Committee is responsible for directing the flow of business within the UTM Council, overseeing the operation of the UTM Council and its Committees, and serving as an advisory body for the Vice-President and Principal, UTM. No decision of the UTM Council Agenda Committee is effective until approved by the UTM Council or unless the UTM Council has previously assigned authority therefore to the UTM Council Agenda Committee.

¹⁰ See Section 3.2 of the Terms of Reference of the UTM Council for procedures governing the establishment of Special Committees by the Agenda Committee.

5. AREAS OF RESPONSIBILITY

Governance Oversight

- 5.1** The UTM Council Agenda Committee is responsible for the preparation of the agenda for meetings of the UTM Council. The Committee determines the readiness of items of business for submission to the UTM Council, the documentation required to accompany a proposal, and any guests to be invited to each meeting of the UTM Council. As part of its responsibility, the Committee receives and reviews reports of other committees for transmittal to the UTM Council. The Committee decides which items will be placed on the consent agenda and which reports for information will be published electronically.¹¹ The UTM Council Agenda Committee also considers notices of motion given at the UTM Council.
- 5.2** The UTM Council Agenda Committee plays a co-ordinating role in relation to the committees of the UTM Council. The Committee refers matters to other committees of the UTM Council. It also screens new issues and assigns them to standing or special committees or to the administration for consideration.
- 5.3** The UTM Council Agenda Committee acts as a nominating committee, reviewing and developing nominations for and appointments to the UTM Council and its committees. It makes its recommendations to the UTM Council, which has responsibility for approving those appointments.

Additional Responsibilities

- 5.4** The UTM Council Agenda Committee may be assigned responsibilities from time to time by resolution of the UTM Council.

6. PROCEDURES

The UTM Council Agenda Committee normally meets in closed session. Pursuant to sections 28 (e) and 33 of *By-law Number 2* of the Governing Council, the Committee may move *in camera*.

6.1 Consent Agenda

The Chair may determine that certain items 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 sponsor of 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

¹¹ See Sections 6.2 and 6.3 of the Terms of Reference of the Campus Council.

6. PROCEDURES (cont'd)

6.1 Consent Agenda (cont'd)

any member, the matter will be considered by the Committee in the usual manner.

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

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 UTM Council Agenda Committee without introduction or discussion.

6.2 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 Chair from time to time will be considered by means of electronic publication. Members will be notified once the reports are made available. Members who have questions about a report may contact the sponsor of the item. Members with concerns about the report who would like it to be discussed by the UTM Council Agenda Committee should notify the Secretary at least fourteen days in advance of the next meeting to enable consideration by the UTM Council Agenda Committee. The report will be considered by the UTM Council Agenda Committee at that meeting in the usual manner.

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 ~~66~~³ members and will include two voting administrative assessors appointed by the President.

CONSTITUENCY ¹²	CAMPUS COUNCIL	NON-CAMPUS COUNCIL	TOTAL
Administrative Staff	1	1	2
Community Members (including Alumni and LGIC Appointees)			
Governor	0 ²³		
Non-governor	32 ⁰	0	32 ⁰
Teaching Staff			
Academic Departments			
Chairs <i>Ex officio</i> or designates		186	
Teaching Staff		186	362
Governor	0-1		
Non-governor	3-2		3
Librarians			
UTM Chief Librarian <i>Ex officio</i>		1	
Librarian		1	2
Students ¹³			
Governor	0-1		
Non-governor	2-1	7	9 ¹⁴
Presidential Assessors			
Vice-Principal, Academic and Dean		1	1
Vice-Principal, Research		1	1
<i>Ex Officio</i>			
Chancellor	1	0	1
Chair, Governing Council	1	0	1
Vice-Chair, Governing Council	1	0	1

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¹²Constituency definitions are provided in the *University of Toronto Act, 1971*.

¹³ 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).

¹⁴ Student representation from full-time, part-time, undergraduate and graduate constituencies and from a variety of

| *Terms of Reference - University of Toronto Mississauga Campus Council*
~~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
TOTAL	134	5349	663

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~~ Election of Administrative Staff, Librarians, Students and Teaching staff of the UTM Campus

Non-Governing Council, non-UTM Council members will be elected by and from among their
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Terms of Reference - University of Toronto Mississauga Campus Council
respective estates in a manner consistent with elections for the Governing Council as overseen by the Elections Committee of the Governing Council. Administrative staff, librarian staff and teaching staff are normally elected for three-year terms and may serve on the UTM Academic Affairs Committee for a maximum of nine consecutive years. Students are elected for one-year terms and are eligible to be re-elected.

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

Terms of Reference - University of Toronto Mississauga Campus Council

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.

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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

Campus Strategic Plan¹⁴

- 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.~~

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¹⁴ For concurrence with the recommendation of the UTM Campus Affairs Committee

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, as per the Policy on Certificates (For Credit and Not-For-Credit);
- 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).
- Name changes of academic units (following consideration by the Academic Affairs Committee)
- New undergraduate degrees and graduate programs, as defined in the University of Toronto Quality Assurance Process, and the closure of such programs.

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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~~ specializations 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 modifications¹⁵ 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 Certificates (For Credit and Not-For-Credit)*. 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.

¹⁵Definitions 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.

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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.

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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 Mississauga Campus Affairs Committee

1. MEMBERSHIP

1.1 Composition

Total membership of the University of Toronto Mississauga Campus Affairs Committee (UTM Campus Affairs Committee) will be **34** members and will include three voting administrative assessors appointed by the President. A majority of the Committee must be from among the internal members (administrative staff, students, and teaching staff).

CONSTITUENCY¹⁶	CAMPUS COUNCIL	NON-CAMPUS COUNCIL	TOTAL
Administrative Staff	1	3	4
Community Members (including Alumni, LGIC Appointees and other members of the community) ¹⁷			
Governor	0 - 2		
Non-governor	2- 0	2	4
Teaching Staff			
Governor	0-1		
Non-governor	2-1	7	9
Librarians			
Non-governor	0	1	1
Students ¹⁸			
Governor	1 - 0		
Non-governor	0 - 1	6	7
Presidential Assessors			
Vice-Principal, Academic and Dean		1	1
Chief Administrative Officer, UTM		1	1
Dean of Student Affairs		1	1
<i>Ex Officio</i>			
Chancellor	1	0	1
Chair, Governing Council	1	0	1
Vice-Chair, Governing Council	1	0	1
President	1	0	1
Vice-President and Principal, UTM	1	0	1
Chair, AAC or designate	1	0	1
TOTAL	12	22	34

¹⁶ Constituency definitions are provided in the *University of Toronto Act, 1971*.

¹⁷ "Other members of the community" refers to individuals in the broader community who have an interest in, commitment to or affiliation with the campus.

¹⁸ 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).

1. MEMBERSHIP (cont'd)

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 three voting assessors.

1.2 Term

Terms begin on July 1 and continue to June 30.

1.3 Appointment/Election of Members of the UTM Campus Affairs Committee

1.3.1 Governing Council Members of the UTM Council and UTM Campus 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 Campus Affairs Committee

The UTM Council members of the UTM Campus 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.

1.3.3 Election of Administrative Staff, Librarians, Students and Teaching staff of the UTM Campus~~Non-UTM Council Members of the UTM Campus Affairs Committee~~

Non-Governing Council, non-UTM Council members will be elected by and from among their respective estates in a manner consistent with elections for the Governing Council as overseen by the Elections Committee of the Governing Council. Administrative staff, librarian staff and teaching staff are normally elected for three-year terms and may serve on the UTM Campus Affairs Committee for a maximum of nine consecutive years. Students are elected for one-year terms and are eligible to be re-elected.

~~Non-Governing Council, non-UTM Council members will be elected by and from among their respective estates in a manner consistent with elections for the Governing Council as overseen by the Elections Committee of the Governing Council. Non-UTM Council members may serve on the UTM Campus Affairs Committee for a maximum of nine consecutive years.~~

1.3.3.1 Election of Administrative Staff, Librarian Staff, Students, and Teaching Staff of the UTM Campus

~~Non-Governing Council, non-UTM Council UTM administrative staff, librarian staff and teaching staff are normally elected for three year terms and are eligible to be re-elected. The UTM student members who are not members of the UTM Council are elected annually for a one year term and are eligible to be re-elected. Non-UTM Council members may serve on the Campus Affairs Committee for a maximum of nine consecutive years.~~

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1. MEMBERSHIP (cont'd)

1.3.3.2 Appointment of Community Members

The representative UTM Council Agenda Committee will serve as a nominating committee for community members (alumni and other individuals from the broader community with a close relationship with the campus) of the UTM Campus Affairs Committee.¹⁹ Membership of this Committee is outlined in Section 1 of the UTM Council Agenda Committee terms of reference. In fulfilling its responsibilities as a nominating committee, the UTM Council Agenda Committee will issue a broadly-based call for nominations for community members of the Campus Affairs Committee. In developing recommendations for community alumni appointments, preference will normally be given to alumni of the UTM campus. The UTM Council Agenda Committee will recommend the community membership to the UTM Council, which is responsible for appointing those members. When serving as the nominating committee, the UTM Council Agenda Committee meets *in camera*.

1.4 Chair and Vice-Chair of the UTM Campus Affairs Committee

The Chair and Vice-Chair of the UTM Campus 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 ten) shall constitute quorum.

3. SUBCOMMITTEES

3.1 Standing Subcommittees

The Committee may establish subcommittees to deal with matters within its purview.

4. FUNCTION

In general, the UTM Campus Affairs Committee is concerned with matters that directly concern the quality of student and campus life. The Committee is also responsible for monitoring, reviewing and making recommendations concerning a broad range of planning issues and priorities and for the use of campus resources. Many of the matters within the Committee's scope are matters that have an impact on relationships amongst units on the campus and relationships between the campus and the community at large. The Committee recommends matters for approval to the appropriate body of the Governing Council, through the UTM Council.

¹⁹ ~~The Governing Council's Nominating Committee for Lieutenant Governor In-Council Governors will serve as the nominating committee during the transition period while the UTM Council is being established in the initial year. For this purpose, the committee will include the Vice-President and Principals of UTM and UTSC.~~

5. AREAS OF RESPONSIBILITY

5.1 The following areas are within the responsibility of the UTM Campus Affairs Committee:

- Budget
- Campus and student services
- Campus Master Plans
- Campus security
- [Campus strategic plan](#)
- Capital plans, projects and space
- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Establishment, termination or restructuring of academic units and proposals for Extra-Departmental Units (EDU-As and Bs) (planning and resource implications)
- Relations with the campus' external community
- Student societies and campus organizations

5.2 Levels of Approval

~~Refer to Attachment A for a detailed map of governance approval pathways.~~

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5.2.1 Matters Requiring Approval by the Governing Council

- Budget (as part of the University's annual operating budget)
- Campus Master Plans
- Capital plans, projects and space²⁰
- Establishment, disestablishment or restructuring of academic units and proposals for Extra-Departmental Units (EDU-As and Bs) (following consideration by the UTM Council)
- New policy and major policy changes concerning campus co-curricular programs, services and facilities

5.2.2 Matters Requiring Approval by the UTM Council

- Campus and student services
- Campus security
- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Individual project planning reports
- Relations with the campus' external community
- Student societies and campus organizations

²⁰ Approval path will be determined pursuant to the *Policy on Capital Planning and Capital Projects*.

5. AREAS OF RESPONSIBILITY (cont'd)

5.3 Campus and student services

5.3.1 Ancillaries

a) Policy

The UTM Campus Affairs Committee is responsible for policy affecting the operation of the campus's service ancillaries. [General financial policies governing these and other University ancillaries are the responsibility of the Business Board.]

b) Operations

Each year the UTM Campus Affairs Committee considers and recommends to the UTM Council for approval the operating plans for the campus and student services ancillaries. The plans describe the services and programs proposed to be offered within the financial parameters set by the University's operating budget and financial policies and include each ancillary's annual operating budget. Specifically, the plans outline changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

5.3.2 Campus Co-Curricular Programs, Services and Facilities

a) Policy

Policy matters concerning the Campus's co-curricular programs, services and facilities are the Committee's responsibility. New policy and major policy changes require the approval of the Governing Council.

b) Operations

Annual approval of the campus's co-curricular programs', services' and facilities' operating plans is the responsibility of the Committee. The plans describe the services and programs proposed to be offered within the financial parameters set by the University's operating budget and financial policies. The plans outline changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

5.3.3 Other campus and student services

The Committee is responsible for policy concerning campus and student services and for overseeing their operation. Changes to the level of service offered, fees charged for services and categories of users require the Committee's approval.

5. AREAS OF RESPONSIBILITY (cont'd)

5.4 Compulsory non-academic incidental fees

5.4.1 Student services, representative student committees and campus organizations

Fees are approved by the UTM Council on the recommendation of the UTM Campus Affairs Committee.

5.4.2 ~~Divisional-Campus~~ student societies

Fees are approved by the UTM Council on the recommendation of the UTM Campus Affairs Committee.

5.5 Student societies and campus organizations

5.5.1 Policy

The Committee is responsible for policy concerning representative student societies and campus organizations.

5.5.2 Constitutions, articles of incorporation, corporate by-laws

The Committee is responsible for approving constitutions, articles of incorporation and corporate by-laws ²¹ for incorporated student societies and campus organizations for which the University collects fees.

5.6 Campus and facilities

5.6.1 Capital guidelines and plans

Plans are recommended to the Governing Council, through the UTM Council, for consideration.

5.6.2 Individual plans and projects

The Committee considers reports of project planning committees and recommends to the UTM Council approval in principle of projects (i.e. site, space plan, overall cost and sources of funds) with a capital cost as specified in the *Policy on Capital Planning and Capital Projects*. [The Business Board is responsible for approving the establishment of appropriations for individual projects and authorizing their execution within the approved costs.] The level of approval required is dependent on the cost of the project. Significant changes to a space program/approved project require the same level of approval as the original proposal.

²¹ Only those sections of by-laws of incorporated bodies that are "reserved" at the time of the initial approval require approval upon change.

5. AREAS OF RESPONSIBILITY (cont'd)

5.7 ~~Divisional Campus~~ Operating Budget

~~The annual budget is considered by the Committee for recommendation to the UTM Council for inclusion in the University's annual operating budget.~~

~~The Committee receives a status report on campus strategic priorities prior to the start of the administrative budget review process. The campus operating budget is presented for information following the administrative budget review process and the approval by Governing Council of the institutional operating budget.~~

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5.8. Academic units and programs

5.8.1 Establishment, Disestablishment or Restructuring of Academic Units

The Committee makes recommendations to the UTM Council on plans and proposals to establish, disestablish, or significantly restructure academic units, here defined as "faculties, schools, colleges, departments, centres and institutes with teaching, or teaching and research functions, undergraduate degree programs, and graduate degree programs", regardless of the source of funds.

~~Proposals for Extra-Departmental Units are considered and recommended for approval pursuant to the Policy on Interdisciplinary Education and Research Planning and pursuant to University of Toronto Guidelines for Extra-Departmental Units.~~

~~Proposals for Extra-Departmental Units (EDU) As and Bs are considered and recommended for approval while those for EDU Cs are considered and approved, pursuant to the Policy on Interdisciplinary Education and Research Planning.~~

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5.8.2 New Program Proposals

Where a proposal for a new program, as defined by the *University of Toronto's Quality Assurance Process*, will have substantial resource implications requiring additions to a division's approved budget, or where there are significant effects outside of the division offering the program, the Committee advises the UTM Council [through the UTM Academic Affairs Committee] on the planning and resource implications of the proposal. [The UTM Academic Affairs Committee has responsibility for considering the curricular aspects of academic program proposals.]

[Proposed program changes that would not require the allocation of additional resources from sources outside the division, and would not have significant effects outside of the division offering the program, do not require the attention of the Committee.]

5.9 Annual reports

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.

Terms of Reference - University of Toronto Mississauga Campus Council

The Committee receives annually, from the appropriate administrators, reports on services within its areas of responsibility, including but not limited to campus police and campus organizations. These reports are submitted to the University Affairs Board for information.

6. PROCEDURES

6.1 Meetings

The UTM Campus Affairs Committee normally meets 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 Campus 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.~~

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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, 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)

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 Campus 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.

June 25, 2012 - Approved by the Governing Council .

December 13, 2012 - Revisions approved by the Governing Council – Membership for Campus Council, Academic Affairs Committee and Campus Affairs Committee.

June 25, 2014 – Revisions approved by the Governing Council – Changes to the Distribution of Seats and Length of Terms on the UTM and the UTSC Campus Council and their Standing Committees

November 18, 2016 – Replace *Policy on Diploma and Certificate Programs* with *Policy on Certificates (For Credit and Not-For-Credit)*, approved on February 25, 2016.

February 15, 2017 – Revisions approved by Governing Council – Membership of the Academic Affairs Committee



Terms of Reference

University of Toronto Mississauga Campus Council

1. MEMBERSHIP

1.1 Composition

Total membership will be **28** members, reflecting the Governing Council’s membership in that half of the University of Toronto Mississauga Campus Council (UTM Council) membership will be internal (administrative staff, students, and teaching staff of the UTM campus) and half external (alumni and community members). On the Governing Council, the latter group would be elected alumni and appointed Lieutenant Governor-in-Council (LGIC) governors. There will be one voting administrative assessor, the Vice-President and Principal, UTM, who serves on the Council *ex officio*.

CONSTITUENCY ¹	GOVERNING COUNCIL	NON-GOVERNING COUNCIL	TOTAL
Administrative Staff	0	2	2 ²
Community Members, including Alumni, LGIC Appointees, and other members of the community ³	3	8	11
Teaching Staff	1	5	6
Students ⁴	0 - 1	4 - 3	4
<i>Ex Officio</i>			
Chancellor	1	0	1
Chair, Governing Council	1	0	1
Vice-Chair, Governing Council	1	0	1
President	1	0	1
Vice-President and Principal, UTM			1
TOTAL	8-9	19-18	28

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

¹ Constituency definitions are provided in the *University of Toronto Act, 1971*.

² Normally, one of the two administrative staff positions will be reserved for a librarian.

³ “Other members of the community” refers to individuals in the broader community who have an interest in, commitment to or affiliation with the campus.

⁴ 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).

1. MEMBERSHIP (cont'd)

The President may appoint annually University Officers as non-voting assessor members of the UTM Council in addition to the *ex officio* voting assessor.

1.2 Term

Terms begin on July 1 and continue to June 30.

1.3 Appointment/Election of Members

1.3.1 Appointment of Governing Council Members to the UTM Council

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

1.3.2 Appointment/Election of Non-Governing Council Members to the UTM Council

1.3.2.1 Election of Administrative Staff, Students, and Teaching Staff of the UTM Campus

Non-governors 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. The non-Governing Council student members are elected annually and may be re-elected. The non-Governing Council administrative staff and teaching staff members are elected for three-year terms and may be re-elected. Non-governors may serve on the UTM Council for a maximum of nine consecutive years, which is consistent with the maximum number of years that a member may serve on the Governing Council.⁵

1.3.2.2 Appointment of Community Members by the UTM Council Agenda Committee

The representative UTM Council Agenda Committee will serve as a nominating committee for community members (alumni and other individuals from the broader community with a close relationship with the campus) of the UTM Campus Council. Membership of this Committee is outlined in Section 1 of the UTM Council Agenda Committee terms of reference. In fulfilling its responsibilities as a nominating committee, the UTM Council Agenda Committee will issue a broadly-based call for nominations for community members of Campus Council. In developing recommendations for community appointments, preference will normally be given to alumni of the UTM campus. The UTM Council Agenda Committee will recommend the community membership of the UTM Council, which is responsible for appointing those members. When serving as the nominating committee, the UTM Council Agenda Committee meets *in camera*.

⁵*University of Toronto Act, 1971, Section 2 (9).*

1. MEMBERSHIP (cont'd)

1.4 Officers of the UTM Council

1.4.1 Chair and Vice-Chair

The Chair and Vice-Chair of the Campus Council are appointed by the Governing Council from among the members of the Governing Council on the Campus Council.

2. QUORUM

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

3. COMMITTEES

3.1 Standing Committees

The Standing Committees of the UTM Council are:

Academic Affairs Committee
Campus Affairs Committee
Campus Council Agenda Committee

3.2 Special Committees

From time to time the UTM Council may find it useful to establish Special Committees to consider particular issues. Special Committees are normally formed on the recommendation of the UTM Council Agenda Committee, when, in the view of the UTM Council, one or more of the following conditions exist:

- a) an issue cannot be accommodated easily within Standing Committee schedules - either intense scrutiny is required in a relatively short time or thorough examination of complex issues is necessary over a relatively long period of time;
- b) an issue does not fall readily under an existing Standing Committee - either because it is not clearly within any Standing Committee's terms of reference or because aspects of the issue cut across several bodies;
- c) there is a need for the participation of experts not represented on the relevant committee.

A recommendation from the UTM Council Agenda Committee to establish a Special Committee shall include terms of reference, an outline of membership, the anticipated reporting date and the date of disestablishment.

4. FUNCTION

On behalf of the Governing Council, the UTM Council exercises governance oversight of campus-specific matters, as well as any matters assigned to it by the Governing Council from time to time. In general, the UTM Council is concerned with matters affecting the Campus' objectives and priorities, the development of long-term and short-term plans and the effective use of resources in the course of these pursuits.

Decisions of the UTM Council may be final with confirmation by the Executive Committee on behalf of the Governing Council, or constitute a recommendation to the Governing Council or one of its bodies.

5. AREAS OF RESPONSIBILITY

5.1 The following areas are within the UTM Council's responsibility. Matters within these areas may be considered by the UTM Council itself and/or one of its Standing Committees:

- Academic appeals
- Academic plans and guidelines for such plans
- Academic priorities for fundraising
- Academic programs
- Academic regulations
- Admissions
- Awards
- Budget
- Campus and student services
- Campus Master Plans
- Campus security
- Campus Strategic Plan
- Capital plans, projects and space
- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Establishment, termination or restructuring of academic units
- Examinations and grading practices
- Divisional Guidelines for the Assessment of Teaching and/or Creative Professional activity
- Name changes of academic units
- Relations with the campus's external community
- Research planning
- Student societies and campus organizations

5. AREAS OF RESPONSIBILITY (cont'd)

Sections 5.2 to 5.5 below refer to those matters that come forward to the UTM Council itself from its standing committees.

5.2 Matters Requiring Governing Council Approval

- Academic priorities for fundraising
- Budget (as part of the University's annual operating budget)
- Campus Master Plan
- Capital plans, projects, and space
- Establishment, disestablishment or restructuring of academic units as per the *University of Toronto Guidelines for Extra Departmental Units*
- New policy and major policy changes concerning campus co-curricular programs, services, and facilities

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

Matters listed in Section 5.5 require confirmation by the Executive Committee of the Governing Council, pursuant to the *University of Toronto Act, 1971*, Section 2(14)(e), which states 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."

5.4 Matters Requiring Academic Board Approval

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

5.5 Matters Requiring Approval by the UTM Council

- Campus and student services
- Campus security
- Academic Plan
- Campus Strategic Plan
- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Individual project planning reports
- Relations with the campus' external community
- Student societies and campus organizations

5.6 Matters for Information

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

6. PROCEDURES

6.1 Meetings

The UTM Council normally meets 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 Council will use the procedures set out for the meetings of the Committees of the Governing Council.

6.2 Consent Agenda

The UTM Council Agenda Committee may determine that an item should be placed on a “consent” portion of the agenda. Those items are not given individual consideration by the UTM Council, 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 UTM Council 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 UTM Council in the usual manner.

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

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 UTM Council without introduction or discussion.

6.3 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 UTM Council Agenda Committee from time to time will be considered by means of 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 UTM Council should notify the Secretary at least fourteen days in advance of the next meeting to enable consideration by the UTM Council Agenda Committee. The report will be considered by the UTM Council at that meeting in the usual manner.

University of Toronto Mississauga Campus Council Agenda Committee

1. MEMBERSHIP

1.1 Composition

A representative body with total membership of **13** members, the University of Toronto Mississauga Campus Council Agenda Committee (UTM Council Agenda Committee) is composed of members of the UTM Council and comprises the five estates of the Governing Council and the UTM Council.

The UTM Council shall appoint one additional member of the teaching staff and one additional student member from among its members to sit on the UTM Council Agenda Committee when the Committee serves as a nominating committee of the UTM Council.

CONSTITUENCY⁶	GOVERNING COUNCIL	NON-GOVERNING COUNCIL	TOTAL
Administrative Staff	0	1	1
Community Member (an alumnus/a, LGIC appointee or other member of the community) ⁷	0-1	1 -0	1
Teaching Staff	0 - 1	1 - 0	1
Student ⁸	0 - 1	1 - 0	1
<i>Ex Officio</i>			
Chancellor	1		
Chair, Governing Council	1		
Vice-Chair, Governing Council	1		
President	1		
Chair, UTM Council	1		
Vice-Chair, UTM Council	1		
Chair, Academic Affairs Committee (AAC)		1	
Chair, Campus Affairs Committee (CAC)		1	
Vice-President and Principal, UTM			1
			9
TOTAL	6-9	6-3	13

⁶ Constituency definitions are provided in the *University of Toronto Act, 1971*.

⁷ “Other member of the community” refers to an individual in the broader community who has an interest in, commitment to or affiliation with the campus.

⁸ 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).

1. MEMBERSHIP (cont'd)

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

1.2 Term

Terms are for one year, beginning on July 1 and continuing to June 30.

1.3 Appointment of Members of the UTM Campus Council Agenda Committee

Members of the UTM Council Agenda Committee are appointed annually by the UTM Council from among its members on the recommendation of the UTM Council Chair, following nominations by and from among the represented estates on the Campus Council.

1.4 Chair and Vice-Chair of the UTM Campus Council Agenda Committee

The Chair and Vice-Chair of the UTM Council are the Chair and Vice-Chair of the UTM Council Agenda Committee.

2. QUORUM

Quorum shall consist of one-third of the voting members (normally 5).

3. SUBCOMMITTEES

3.1 Special Committees

The UTM Council Agenda Committee may establish Special Committees for specific purposes.⁹

4. FUNCTION

Subject to the authority of the Governing Council, the UTM Council Agenda Committee is responsible for directing the flow of business within the UTM Council, overseeing the operation of the UTM Council and its Committees, and serving as an advisory body for the Vice-President and Principal, UTM. No decision of the UTM Council Agenda Committee is effective until approved by the UTM Council or unless the UTM Council has previously assigned authority therefore to the UTM Council Agenda Committee.

⁹ See Section 3.2 of the Terms of Reference of the UTM Council for procedures governing the establishment of Special Committees by the Agenda Committee.

5. AREAS OF RESPONSIBILITY

Governance Oversight

- 5.1** The UTM Council Agenda Committee is responsible for the preparation of the agenda for meetings of the UTM Council. The Committee determines the readiness of items of business for submission to the UTM Council, the documentation required to accompany a proposal, and any guests to be invited to each meeting of the UTM Council. As part of its responsibility, the Committee receives and reviews reports of other committees for transmittal to the UTM Council. The Committee decides which items will be placed on the consent agenda and which reports for information will be published electronically.¹⁰ The UTM Council Agenda Committee also considers notices of motion given at the UTM Council.
- 5.2** The UTM Council Agenda Committee plays a coordinating role in relation to the committees of the UTM Council. The Committee refers matters to other committees of the UTM Council. It also screens new issues and assigns them to standing or special committees or to the administration for consideration.
- 5.3** The UTM Council Agenda Committee acts as a nominating committee, reviewing and developing nominations for and appointments to the UTM Council and its committees. It makes its recommendations to the UTM Council, which has responsibility for approving those appointments.

Additional Responsibilities

- 5.4** The UTM Council Agenda Committee may be assigned responsibilities from time to time by resolution of the UTM Council.

6. PROCEDURES

The UTM Council Agenda Committee normally meets in closed session. Pursuant to sections 28 (e) and 33 of *By-law Number 2* of the Governing Council, the Committee may move *in camera*.

6.1 Consent Agenda

The Chair may determine that certain items 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 sponsor of 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

¹⁰ See Sections 6.2 and 6.3 of the Terms of Reference of the Campus Council.

6. PROCEDURES (cont'd)

6.1 Consent Agenda (cont'd)

any member, the matter will be considered by the Committee in the usual manner.

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

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 UTM Council Agenda Committee without introduction or discussion.

6.2 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 Chair from time to time will be considered by means of electronic publication. Members will be notified once the reports are made available. Members who have questions about a report may contact the sponsor of the item. Members with concerns about the report who would like it to be discussed by the UTM Council Agenda Committee should notify the Secretary at least fourteen days in advance of the next meeting to enable consideration by the UTM Council Agenda Committee. The report will be considered by the UTM Council Agenda Committee at that meeting in the usual manner.

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 **66** members and will include two voting administrative assessors appointed by the President.

CONSTITUENCY ¹¹	CAMPUS COUNCIL	NON-CAMPUS COUNCIL	TOTAL
Administrative Staff	1	1	2
Community Members (including Alumni and LGIC Appointees)			
Governor	0-2		
Non-governor	2-0	0	2
Teaching Staff			
Academic Departments		18	
Chairs <i>Ex officio</i> or designates		18	36
Teaching Staff			
Governor	0-1		
Non-governor	3-2		3
Librarians			
UTM Chief Librarian <i>Ex officio</i>		1	
Librarian		1	2
Students ¹²			
Governor	0-1		
Non-governor	2-1	7	9
Presidential Assessors			
Vice-Principal, Academic and Dean		1	1
Vice-Principal, Research		1	1
<i>Ex Officio</i>			
Chancellor	1	0	1
Chair, Governing Council	1	0	1
Vice-Chair, Governing Council	1	0	1

¹¹Constituency definitions are provided in the *University of Toronto Act, 1971*.

¹² 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).

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 & Learning	0	1	1
Registrar, UTM	0	1	1
TOTAL	13	53	66

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.

1.3.3 Election of Administrative Staff, Librarians, Students and Teaching staff of the UTM Campus

Non-Governing Council, non-UTM Council members will be elected by and from among their respective estates in a manner consistent with elections for the Governing Council as overseen by the Elections Committee of the Governing Council. Administrative staff, librarian staff and teaching staff are normally elected for three-year terms and may serve on the UTM Academic Affairs Committee for a maximum of nine consecutive years. Students are elected for one-year terms and are eligible to be re-elected.

1. MEMBERSHIP (cont'd)

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.

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

5. AREAS OF RESPONSIBILITY (cont'd)

Terms of Reference - University of Toronto Mississauga Campus Council

Awards

Campus Strategic Plan¹³

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.
- New diploma or certificate programs with resource implications, as per the *Policy on Certificates (For Credit and Not-For-Credit)*
- 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).
- Name changes of academic units (following consideration by the Academic Affairs Committee)
- New undergraduate degrees and graduate programs, as defined in the *University of Toronto Quality Assurance Process*, and the closure of such programs.

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.

¹³ For concurrence with the recommendation of the UTM Campus Affairs Committee

5. AREAS OF RESPONSIBILITY (cont'd)

5.5 Matters Requiring Approval by the Committee on Academic Policy and Programs of the Academic Board (cont'd)

- 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 specializations 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.
- 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 modifications¹⁴ 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 Certificates (For Credit and Not-For-Credit)*. 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.

¹⁴ 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.

5. AREAS OF RESPONSIBILITY (cont'd)

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

- 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.

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.

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

6. PROCEDURES (cont'd)

6.3 Consent Agenda (cont'd)

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.

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 Mississauga Campus Affairs Committee

1. MEMBERSHIP

1.1 Composition

Total membership of the University of Toronto Mississauga Campus Affairs Committee (UTM Campus Affairs Committee) will be **34** members and will include three voting administrative assessors appointed by the President. A majority of the Committee must be from among the internal members (administrative staff, students, and teaching staff).

CONSTITUENCY¹⁵	CAMPUS COUNCIL	NON-CAMPUS COUNCIL	TOTAL
Administrative Staff	1	3	4
Community Members (including Alumni, LGIC Appointees and other members of the community) ¹⁶			
Governor	0 - 2		
Non-governor	2- 0	2	4
Teaching Staff			
Governor	0-1		
Non-governor	2-1	7	9
Librarians			
Non-governor	0	1	1
Students ¹⁷			
Governor	1 - 0		
Non-governor	0 - 1	6	7
Presidential Assessors			
Vice-Principal, Academic and Dean		1	1
Chief Administrative Officer, UTM		1	1
Dean of Student Affairs		1	1
<i>Ex Officio</i>			
Chancellor	1	0	1
Chair, Governing Council	1	0	1
Vice-Chair, Governing Council	1	0	1
President	1	0	1
Vice-President and Principal, UTM	1	0	1
Chair, AAC or designate	1	0	1
TOTAL	12	22	34

¹⁵ Constituency definitions are provided in the *University of Toronto Act, 1971*.

¹⁶ “Other members of the community” refers to individuals in the broader community who have an interest in, commitment to or affiliation with the campus.

¹⁷ 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).

1. MEMBERSHIP (cont'd)

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 three voting assessors.

1.2 Term

Terms begin on July 1 and continue to June 30.

1.3 Appointment/Election of Members of the UTM Campus Affairs Committee

1.3.1 Governing Council Members of the UTM Council and UTM Campus 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 Campus Affairs Committee

The UTM Council members of the UTM Campus 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.

1.3.3 Election of Administrative Staff, Librarians, Students and Teaching staff of the UTM Campus

Non-Governing Council, non-UTM Council members will be elected by and from among their respective estates in a manner consistent with elections for the Governing Council as overseen by the Elections Committee of the Governing Council. Administrative staff, librarian staff and teaching staff are normally elected for three-year terms and may serve on the UTM Campus Affairs Committee for a maximum of nine consecutive years. Students are elected for one-year terms and are eligible to be re-elected. Student representation from undergraduate and graduate constituencies and from a variety of academic units and programs will be sought.

1.3.3.2 Appointment of Community Members

The representative UTM Council Agenda Committee will serve as a nominating committee for community members (alumni and other individuals from the broader community with a close relationship with the campus) of the UTM Campus Affairs Committee. Membership of this Committee is outlined in Section 1 of the UTM Council Agenda Committee terms of reference. In fulfilling its responsibilities as a nominating committee, the UTM Council Agenda Committee will issue a broadly-based call for nominations for community members of the Campus Affairs Committee. In developing recommendations for community appointments, preference will normally be given to alumni of the UTM campus. The UTM Council Agenda Committee will

1. MEMBERSHIP (cont'd)

1.3.3.2 Appointment of Community Members (cont'd)

recommend the community membership to the UTM Council, which is responsible for appointing those members. When serving as the nominating committee, the UTM Council Agenda Committee meets *in camera*.

1.4 Chair and Vice-Chair of the UTM Campus Affairs Committee

The Chair and Vice-Chair of the UTM Campus 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 ten) shall constitute quorum.

3. SUBCOMMITTEES

3.1 Standing Subcommittees

The Committee may establish subcommittees to deal with matters within its purview.

4. FUNCTION

In general, the UTM Campus Affairs Committee is concerned with matters that directly concern the quality of student and campus life. The Committee is also responsible for monitoring, reviewing and making recommendations concerning a broad range of planning issues and priorities and for the use of campus resources. Many of the matters within the Committee's scope are matters that have an impact on relationships amongst units on the campus and relationships between the campus and the community at large. The Committee recommends matters for approval to the appropriate body of the Governing Council, through the UTM Council.

5. AREAS OF RESPONSIBILITY

5.1 The following areas are within the responsibility of the UTM Campus Affairs Committee:

- Budget
- Campus and student services
- Campus Master Plans
- Campus security
- Campus strategic plan

5. AREAS OF RESPONSIBILITY (cont'd)

Capital plans, projects and space
Child care
Co-curricular programs, services, and facilities
Compulsory non-academic incidental fees
Establishment, termination or restructuring of academic units and proposals for Extra-Departmental Units (EDU-As and Bs) (planning and resource implications)
Relations with the campus' external community
Student societies and campus organizations

5.2 Levels of Approval

5.2.1 Matters Requiring Approval by the Governing Council

- Budget (as part of the University's annual operating budget)
- Campus Master Plans
- Capital plans, projects and space¹⁸
- Establishment, disestablishment or restructuring of academic units and proposals for Extra-Departmental Units (EDU-As and Bs) (following consideration by the UTM Council)
- New policy and major policy changes concerning campus co-curricular programs, services and facilities

5.2.2 Matters Requiring Approval by the UTM Council

- Campus and student services
- Campus security
- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Individual project planning reports
- Relations with the campus' external community
- Student societies and campus organizations

5.3 Campus and student services

5.3.1 Ancillaries

a) Policy

The UTM Campus Affairs Committee is responsible for policy affecting the operation of the campus's service ancillaries. [General financial policies governing these and other University ancillaries are the responsibility of the Business Board.]

¹⁸ Approval path will be determined pursuant to the *Policy on Capital Planning and Capital Projects*.

5. AREAS OF RESPONSIBILITY (cont'd)

5.3.1 Ancillaries (cont'd)

b) Operations

Each year the UTM Campus Affairs Committee considers and recommends to the UTM Council for approval the operating plans for the campus and student services ancillaries. The plans describe the services and programs proposed to be offered within the financial parameters set by the University's operating budget and financial policies and include each ancillary's annual operating budget. Specifically, the plans outline changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

5.3.2 Campus Co-Curricular Programs, Services and Facilities

a) Policy

Policy matters concerning the Campus's co-curricular programs, services and facilities are the Committee's responsibility. New policy and major policy changes require the approval of the Governing Council.

b) Operations

Annual approval of the campus's co-curricular programs', services' and facilities' operating plans is the responsibility of the Committee. The plans describe the services and programs proposed to be offered within the financial parameters set by the University's operating budget and financial policies. The plans outline changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

5.3.3 Other campus and student services

The Committee is responsible for policy concerning campus and student services and for overseeing their operation. Changes to the level of service offered, fees charged for services and categories of users require the Committee's approval.

5.4 Compulsory non-academic incidental fees

5.4.1 Student services, representative student committees and campus organizations

Fees are approved by the UTM Council on the recommendation of the UTM Campus Affairs Committee.

5.4.2 Campus student societies

Fees are approved by the UTM Council on the recommendation of the UTM Campus Affairs Committee.

5. AREAS OF RESPONSIBILITY (cont'd)

5.5 Student societies and campus organizations

5.5.1 Policy

The Committee is responsible for policy concerning representative student societies and campus organizations.

5.5.2 Constitutions, articles of incorporation, corporate by-laws

The Committee is responsible for approving constitutions, articles of incorporation and corporate by-laws¹⁹ for incorporated student societies and campus organizations for which the University collects fees.

5.6 Campus and facilities

5.6.1 Capital guidelines and plans

Plans are recommended to the Governing Council, through the UTM Council, for consideration.

5.6.2 Individual plans and projects

The Committee considers reports of project planning committees and recommends to the UTM Council approval in principle of projects (i.e. site, space plan, overall cost and sources of funds) with a capital cost as specified in the *Policy on Capital Planning and Capital Projects*. [The Business Board is responsible for approving the establishment of appropriations for individual projects and authorizing their execution within the approved costs.] The level of approval required is dependent on the cost of the project. Significant changes to a space program/approved project require the same level of approval as the original proposal.

5.7 Campus Operating Budget

The Committee receives a status report on campus strategic priorities prior to the start of the administrative budget review process.

The campus operating budget is presented for information following the administrative budget review process and the approval by Governing Council of the institutional operating budget.

5.8. Academic units and programs

5.8.1 Establishment, Disestablishment or Restructuring of Academic Units

The Committee makes recommendations to the UTM Council on plans and proposals to establish, disestablish, or significantly restructure academic units, here defined as "faculties, schools, colleges, departments, centres and institutes with teaching, or teaching and research functions, undergraduate degree programs, and graduate degree programs", regardless of the source of funds.

¹⁹ Only those sections of by-laws of incorporated bodies that are "reserved" at the time of the initial approval require approval upon change.

5. AREAS OF RESPONSIBILITY (cont'd)

5.8.1 Establishment, Disestablishment or Restructuring of Academic Units (cont'd)

Proposals for Extra-Departmental Units are considered and recommended for approval pursuant to the *Policy on Interdisciplinary Education and Research Planning* and pursuant to *University of Toronto Guidelines for Extra-Departmental Units*.

5.8.2 New Program Proposals

Where a proposal for a new program, as defined by the *University of Toronto's Quality Assurance Process*, will have substantial resource implications requiring additions to a division's approved budget, or where there are significant effects outside of the division offering the program, the Committee advises the UTM Council [through the UTM Academic Affairs Committee] on the planning and resource implications of the proposal. [The UTM Academic Affairs Committee has responsibility for considering the curricular aspects of academic program proposals.]

[Proposed program changes that would not require the allocation of additional resources from sources outside the division, and would not have significant effects outside of the division offering the program, do not require the attention of the Committee.]

5.9 Annual reports

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 but not limited to campus police and campus organizations. These reports are submitted to the University Affairs Board for information.

6. PROCEDURES

6.1 Meetings

The UTM Campus Affairs Committee normally meets 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 Campus Affairs Committee will use the procedures set out for the meetings of the Committees of the Governing Council.

6. PROCEDURES (cont'd)

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.

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, 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.

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 Campus 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.

Terms of Reference - University of Toronto Mississauga Campus Council

June 25, 2012 - Approved by the Governing Council.

December 13, 2012 - Revisions approved by the Governing Council – Membership for Campus Council, Academic Affairs Committee and Campus Affairs Committee.

June 25, 2014 – Revisions approved by the Governing Council – Changes to the Distribution of Seats and Length of Terms on the UTM and the UTSC Campus Council and their Standing Committees

November 18, 2016 – Replace *Policy on Diploma and Certificate Programs* with *Policy on Certificates (For Credit and Not-For-Credit)*, approved on February 25, 2016.

February 15, 2017 – Revisions approved by Governing Council – Membership of the Academic Affairs Committee



UNIVERSITY OF
TORONTO

OFFICE OF THE GOVERNING COUNCIL

**REPORT OF THE 2020 COMMITTEE TO REVIEW THE UTM AND
UTSC CAMPUS COUNCILS (CRCC 2020)**

Approved by the CRCC June 5, 2020
Approved for Endorsement and Forwarding to Governing Council
by Executive Committee June 16, 2020

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COMMITTEE TO REVIEW THE UTM AND UTSC CAMPUS COUNCILS

FINAL REPORT

The Committee to Review the UTM and UTSC Campus Councils (CRCC 2020) was mandated to review particular elements of the UTM and UTSC Campus Councils which experience has shown may require some refinement and to report its findings and recommendations to Governing Council in June 2020. The following report and recommendations of the CRCC 2020 are the result of work undertaken by the Committee during the period March to June 2020.

SUMMARY:

The Committee's recommendations include proposals for consideration by Governing Council in three general areas – budget, leadership and membership. Further to these recommendations, the CRCC 2020 also proposes revisions to the Terms of Reference of the UTM and UTSC Campus Councils and their Standing Committees to align with current governance practices across all campuses. Following the governance process, this proposed redrafting of the Terms will follow at a later date (to be recommended to Governing Council for approval), once they have been fully considered by the governance bodies to whom they relate.

BACKGROUND:

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 University of Toronto Mississauga 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 Council and the UTSC Campus Council¹.

¹ <https://governingcouncil.utoronto.ca/governance-bodies>

Relationship Between Campus and Institutional Governance Bodies

The governance bodies at UTM and UTSC are not intended to mirror the instructional governance bodies. As noted above, they have delegated responsibilities with regard to campus-specific matters. There is an intentional asymmetry between the campus and institutional bodies.² “This reflects the fact that governance and administration at the tri-campus level remains intertwined with the governance and administration of the St. George campus.”³

In addition, the *Task Force on Governance* (2010) paid particular attention to identifying those matters for which parallel or complementary review and consideration are appropriate, and determined that the goal of “delegation with continued oversight”⁴, which may appear iterative or redundant, is to enable the Governing Council to dedicate more time to strategic matters and, in turn, enable its Boards, Campus Councils and Committees to deal with substantive matters. Importantly, in the case of the UTM and UTSC governance bodies, there are occasions when matters considered by those bodies may still require consideration by one or more institutional bodies (e.g., capital projects, establishment of a new academic unit). This is to reflect that fact that decisions related to UTM and UTSC are still being made within the context of the University as a whole, and as such will have institutional implications.

² This is reflected in the design of the [governance bodies organizational chart](#) whereby the Campus Councils are in the same colour as the Boards (to reflect they have elements in common with the Boards) but they are placed at a different level than the Boards (to reflect that some items may still need to go to one, or more of the Boards, as part of the approval pathway).

³ [Report of the Task Force on Governance, June 22, 2010](#) at p. 38

⁴ [Report of the Task Force on Governance, June 22, 2010](#) at p. 45

COMMITTEE TO REVIEW THE UTM AND UTSC CAMPUS COUNCILS (CRCC):

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 Committee⁵, the timing of the review of the tri-campus governance model was adjusted further to the recommendation of the Presidential Review with regard to a review of the tri-campus administrative structure.

The CRCC 2020 was established to fulfill the Governing Council's December 11, 2014 resolution to conduct a follow-up review of the tri-campus governance model. The Committee's [Terms of Reference](#)⁶ defined the areas of inquiry for the review process, including review of: aspects of the Terms of Reference of the Campus Councils (CCs), Academic Affairs Committees (AACs) and the Campus Affairs Committees (CACs) and ways to improve these Terms of Reference, specifically with regards to the appropriate role of the CACs and CCs in budget-related matters, as well as membership issues, namely the distribution of student seats, and the process by which the Chair and Vice-Chair of the CCs is determined.

The CRCC 2020's Terms of Reference also summarized consultation activities to be undertaken by the committee, including the issuing of a broad call for submissions to the University of Toronto community, and targeted communications to UTM and UTSC, including to the University of Toronto Mississauga Students' Union (UTMSU) and the Scarborough Campus Students' Union (SCSU).

The CRCC 2020 was mandated to report to Governing Council in June 2020.

⁵ <https://governingcouncil.utoronto.ca/sites/default/files/ogc/reports/r1012-2017-2018ex.pdf>

⁶ <https://governingcouncil.utoronto.ca/2020-committee-review-utm-and-utsc-campus-councils-terms-reference>

Composition of the CRCC 2020:

The Terms of Reference required that the CRCC's membership comprise nine members drawn from the Governing Council and from the UTM and UTSC Campus Councils.

The membership of the CRCC 2020 was as follows:

- Ms. Jane Pepino (LGIC Governor, Vice-Chair of the Governing Council) – Chair
- Professor Wisdom Tettey (Presidential Appointee Governor; Voting Assessor - Vice-President and Principal, UTSC, 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-Nutter⁷ (Co-opted Lay Member, Business Board and Audit Committee)
- 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, served as Secretary of the Committee, assisted by Ms. Tracey Gameiro, Acting Assistant Secretary of the Governing Council.

CRCC 2020 Work Plan:

Between March to May 2020, the CRCC 2020 invited input from the Chairs of all governance bodies encompassed within the review, as well as senior administrators and Assessors for UTM and UTSC, and also from the UTMSU and SCSU. During this time the Committee also issued a broad Call For Submissions to the University community.

At its first meeting (March 9, 2020) the Committee reviewed its Terms of Reference, approved its Work Plan, and reviewed relevant background information, including the [Report of the 2014 Committee to Review the Campus Councils](#)⁸, the [Memorandum to Governing Council regarding the mandate and design of the UTM and UTSC governance bodies \(June 2012\)](#)⁹, and the [Consideration of Budget Matters by UTM and UTSC Campus Councils and Campus Affairs](#)

⁷ 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

⁸ https://governingcouncil.utoronto.ca/sites/default/files/ogc/reports/2014_CRCC.pdf

⁹ https://governingcouncil.utoronto.ca/sites/default/files/2020-03/04ii_CRCC_0.pdf

[Committee Memorandum \(September 2014\)](#)¹⁰. At this time the Committee also met with senior administrators of the Offices of the Vice-President & Provost and of the Vice-President, Operations and Real Estate Partnerships (the Assistant Provost, and the Assistant Vice-President, Planning and Budget), and received an update on consideration of budget matters by the Campus Councils and the CACs.¹¹

The online Call For Submissions was issued on March 13, 2020, and notice was broadly disseminated to all estates of the UTM and UTSC campuses, with a closing date of March 27, 2020. A small number of submissions were received, most of which addressed matters not relevant to the mandate of this Committee.

Due to the COVID 19 pandemic and restrictions in place with regard to physical distancing and work from home provisions, in-person consultation meetings were cancelled. Instead, those who had been invited to meet in-person with the Committee were asked to submit their comments in writing prior to April 10, 2020. Those canvassed included, the members of the senior administrative teams at UTSC and UTM, the leaders of the UTMSU and SCSU, and the Chairs of UTM and UTSC Standing Committees not already represented in the CRCC 2020 membership. The draft recommendations of the CRCC 2020 were also shared with the aforementioned individuals prior to the final meeting of the Committee.

¹⁰ <https://governingcouncil.utoronto.ca/sites/default/files/import-files/crccbudget10652.pdf>

¹¹ This update on budget matters was also provided to Governing Council at its September 11, 2014 meeting. See: <https://governingcouncil.utoronto.ca/sites/default/files/import-files/crccbudget10652.pdf>

CRCC 2020 FINDINGS:

The consultations undertaken by the CRCC 2020 were guided by its Terms of Reference, which informed the areas of inquiry for the review. The following is a summary of the input received.

The Process For Consideration Of Budget-Related Matters:

CRCC Terms of Reference:

1. 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 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.

- Overall, there was general acknowledgment that UTM and UTSC should have greater autonomy and control over their annual budgeting processes, with a goal to engaging more fully their local communities as the campus budgets are developed for roll-up into the University operating budget. In the absence of administrative fora for engaging local stakeholders, governance meetings had become the locus of such discussions. In addition, it was observed that the existing approach to budget presentations did not strike the right balance between institutional-level focus and campus-level focus, were repetitive, and did not provide enough opportunity for robust discussion of the details of campus-specific budgets.
- It was suggested that the number of presentations on the campus operating budget at the UTM and UTSC governance meetings could be reduced, that local administrative processes of budget development be developed (this is outside the purview of governance but is an important element of the overall budget process), and that the focus of campus governance processes on campus-specific budget issues should be enhanced.

The Process For The Appointment Of The Campus Council Chairs:

CRCC Terms of Reference:

2. 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.

- The Committee heard from the Secretary of the Governing Council and from CRCC members with first-hand experience that the process for electing the Chair and the Vice-Chair of the Campus Councils had not been meaningful. This was not as a result of a lack of good will and commitment on behalf of those involved, but rather due to the realities of undertaking an election with a very small group (normally three people). As such, while the formal nomination process was undertaken, practically speaking this meant that informal conversations were had between those individuals and that an agreement was made that resulted in acclamations to the roles.
- The Committee heard support for aligning the appointment processes of the Chairs and Vice-Chairs of the Campus Councils with those of the Boards, who are appointed by the Governing Council, on the recommendation of the Chair.

Increasing Student Participation In Governance:

CRCC Terms of Reference:

3. 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.

- The Committee heard from the Chief Returning Officer that since the inception of the Campus Councils it was frequently the case that the seats for part-time undergraduate students were unfilled, or would only be filled after re-opening the nomination period (sometimes more than once). It was speculated that this may be a result of the fact that the make-up of the student populations of UTM and UTSC is predominantly full-time undergraduate. In addition, some respondents suggested that low participation rates among part-time undergraduate students could be also attributed to the realities of some in that constituency in balancing the demands of work, family and studies.
- It was noted that the focus should be on ensuring that all student seats were filled so that there was a strong student voice in governance. It was suggested that this could be accomplished by combining the full-time and part-time undergraduate seats to allow for fungibility across these constituencies. This would not preclude an outcome whereby there were students from each of these constituencies, but should significantly increase the likelihood that no student seats would go unfilled. Some raised concerns that greater flexibility could result in a category of student not being represented in any one year. However, the Committee also heard that the student participation in, and impact on governance was better achieved by all student seats being filled than by vacant seats in a particular student category.

Enhancing Current Practice:

CRCC Terms of Reference:

4. 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.

- A key finding of this review was the desire to align the Terms of Reference of the UTM and UTSC Campus Councils and Committees with current governance practices. To the extent the CRCC received commentary on this area of the review process, refinements indicated by the Secretariat focused on membership considerations, leadership appointments, and clarifying areas of responsibility of the respective bodies.
- It was noted that the reporting relationship between the Campus Councils and Governing Council was felt to be ambiguous and that a clearer articulation of that structure was required to reflect section 5.2 of the Campus Councils' Terms of Reference, which indicates that recommendations from the Campus Councils are for Governing Council approval (or Executive Committee, where approval is delegated).

RECOMMENDATIONS:

The deliberative work and consultations undertaken by the CRCC, guided by its Terms of Reference, led to three recommendations for consideration by Governing Council, and a number of recommendations for the enhancement of current practice.

Recommendations to Governing Council:

(a) Budget

Building on the recommendations of the administrative Tri-Campus Review undertaken by the Vice-President and Provost¹², wherein there was recognition of the need for UTM and UTSC to have greater autonomy and control over their annual budgeting processes, such that the local community might be engaged more fully as the campus budgets are developed for roll-up into the University operating budget, the CRCC 2020 recommends changing the governance pathway for the campus operating budgets. Specifically, the CRCC 2020 recommends:

- i. reducing the number of presentations on the campus operating budget, by eliminating the Cycle 1 presentation on the campus operating budget to CAC and CC, and introducing a status report on respective campus strategic priorities by the UTM and UTSC senior administration to CAC and CC in Cycle 2;
- ii. including a presentation to the respective campus governance bodies on the comprehensive institutional operating budget, for information, as part of the existing Cycle 4 presentations by the Vice-President and Provost;
- iii. introducing a campus operating budget presentation by the respective Vice-President and Principal and Chief Administrative Officer of each campus, for information, in Cycle 5.

(b) Leadership

The CRCC 2020 recommends that the process for the appointment of leadership of the Campus Councils mirror that of the Boards whereby the Chair recommends the appointments to the Governing Council for approval. The Chair's recommendations are informed, as appropriate, by governors' nominations, governors' preferences, and having regard to needs and skills sets.

¹² See Appendix A: Table summarizing the proposed administrative and governance review pathway for the campus operating budgets. (Adapted with permission of the Offices of the Vice-President and Provost, and Vice-President, Operations and Real Estate Partnerships, March 2020)

(c) Membership

The CRCC 2020 recommends that the full-time and part-time undergraduate constituencies be combined with no change to the total number of student seats. This would allow for fungibility across these constituencies to ensure that all undergraduate seats are filled.

The recommendation for greater flexibility in the distribution of seats across the various student estates is aimed at supporting a stronger (collective) student voice to help ensure that every student seat is filled.

The Committee recognizes the ongoing need for efforts to raise awareness of governance, its importance, the opportunities for engagement, and the value and benefits of participation. In that regard, we also encourage Chairs, Vice-Chairs, Assessors, the Secretariat, and members to continue to identify and recruit interested prospective governance members.

Recommendations to Enhance Current Practice:

The past seven years of governance experience has shown that the Terms of Reference of the Campus Councils and the Standing Committees may require some minor refinements. Those refinements coalesce around the main themes of membership, leadership appointments, and areas of responsibility of the respective bodies.

When the revisions to the various Terms of References, further to the recommendations of this Report, are considered, the Committee suggests that this would also be the appropriate opportunity for the Campus Councils to consider any additional minor refinements for the enhancement of current practice as needed.

It was also noted that the expectation is that the UTM and the UTSC Campus Council Chairs report at the Executive Committee and the Governing Council on the items coming forward to those bodies from the Campus Councils for confirmation or for approval. On occasion, however, when the matter was one that was also considered by one of the Boards, this practice has been inadvertently overlooked. It is vital that the relevant Campus Council Chair always reports on items that originate from the respective Campus, regardless of whether the matter has also received consideration by a Board.