



Peter Pauly
Vice-Dean

Rotman

ITEM 3b – EXECUTIVE COMMITTEE – June 17, 2013

FOR APPROVAL

TO: Members of the Academic Board

SPONSOR: Peter Pauly, Vice Dean (Academic), Joseph L. Rotman School of Management

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DATE: May 9, 2013 for June 3, 2013

AGENDA ITEM: 10

TITLE OF ITEM OF BUSINESS: Constitutional Amendments: Joseph L. Rotman School of Management

JURISDICTIONAL INFORMATION:

The Governing Council has the authority to establish faculty and college councils and to determine the composition, powers, and duties of those councils under the provisions of the *University of Toronto Act, 1971*, Section 2 (14)(i).

Section 5.2.2 of the Academic Board's terms of reference calls for amended divisional constitutions to be considered by the Board and confirmed by the Executive Committee. Amendments to By-laws are approved by divisional councils.

PREVIOUS ACTION TAKEN:

On October 28, 2010, the Governing Council approved in principle the [Report of the Task Force on Governance](#) and the 32 recommendations outlined in the *Report*. Recommendation 15 provides for the re-distribution of and greater delegation of responsibilities. Specifically, the Task Force recommended that, as a guiding principle, transactional matters be delegated to either the lowest appropriate level within governance, or where appropriate, to the administration, with reporting back of decisions to a suitable level of governance.

An Implementation Committee, established by the Governing Council in October 2010 and led by then Vice-Chair Richard Nunn, was charged with overseeing and coordinating implementation of

the Task Force's recommendations, ensuring appropriate participation among relevant bodies of governance, administrative offices and the Secretariat. The Implementation Committee's work on revisions to Board and Committee Terms of Reference led to Governing Council approval in May 2011 of the re-alignment of responsibilities among the Committee on Academic Policy and Programs, the Planning and Budget Committee, the Academic Board and the divisional councils with respect to academic program review and approval. These revisions were derived from two parallel processes – (1) that of the University's Quality Assurance Process arising from the Council of Ontario Universities, and (2) the recommendations of the Task Force Report intended to vest academic decision-making and oversight with the institution's expert academic bodies.

In June, 2011, Principals and Deans were advised of the need for amendments to the constitutions of the academic divisions arising from changes to the approval processes for proposals for new academic programs and modification of existing programs. During the summer and early fall, 2011, representatives from the Office of the Governing Council and the Office of the Vice-President and Provost met with divisional representatives to discuss the required constitutional and related by-laws changes as well as the implications for divisional processes. Updated templates for divisional constitutions and by-laws were provided in order to enable greater consistency across the University, and divisional representatives were encouraged to draw freely from the templates when drafting revisions to their documents.

Amendments to the Rotman Constitution were previously approved by the Rotman School Council on October 10, 1997. Discussion of the current changes began in 2010 and have continued – in several meetings of Rotman's Faculty Council, town hall meetings, and open-house information sessions - over the past three years, involving faculty, staff, and students on all three campuses as well as the Provost's Office, Office of the Governing Council and School of Graduate Studies.

HIGHLIGHTS:

All divisions were asked to incorporate into their constitutions provisions for the following powers and duties of Council.

- **Academic Programs**
 - Council's responsibility for overseeing the content of academic programs and courses of study that lead to degrees, diplomas, certificates, credit and non-credit courses over which the Faculty has authority.
 - Council's authority to recommend for approval to the appropriate body of Governing Council proposals for new academic programs.
 - Council's delegated authority to approve proposals for major and minor modifications to existing academic programs. (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.)
 - Council's delegated authority to approve proposals for the modification of existing diploma and certificate programs, pursuant to the University's *Policy on Diploma and Certificate Programs*.

- **Delegation of Authority**

Council's ability to delegate its authority for the approval of minor modifications to academic programs to various committees. All such changes must be reported for information to Council.

- **Academic and Interdisciplinary Units**
Council's responsibility to consider and recommend for approval to the Governing Council proposals concerning academic units and extra-departmental units, pursuant to the *Policy on Interdisciplinary Education and Research Planning*.
- **Review of Academic Programs and Units**
Council's responsibility to consider and discuss a review report of an academic program and/or unit of the Faculty, consistent with the protocol outlined in the *University of Toronto Quality Assurance Process*.
- **Transcript Notations**
Council's delegated authority to approve transcript notations within existing degree programs, in accordance with University policy. An annual report on such actions, as required by policy, must be provided for information to the appropriate body of Governing Council.

At the same time as the above changes have been made, the School is bringing forward two other substantive amendments to its Constitution as follows:

- **Change to membership of the Rotman Council**
Section VI limits the voting membership to teaching staff with primary appointments on the St. George campus, and students, and administrative staff of the Rotman School of Management. Cross-appointed management faculty from University of Toronto Mississauga (UTM) and University of Toronto Scarborough (UTSC) will be, with other representatives, non-voting members.

This change is best understood in the context of the Faculty's parallel initiative to establish a Tri-Campus Graduate Department of Management (GDM) which is designed to ensure full rights and participation of all graduate faculty on all three campuses in the PhD Program at the Rotman School.

As explained in the attached document (*Graduate Department of Management at the University of Toronto: rev. Draft: February 20, 2013*), "[I]n accord with the University's overarching structure, research-stream graduate education in management is a three-campus activity, involving the Department of Management at the University of Toronto, Mississauga (M-UTM), the Department of Management at the University of Toronto, Scarborough (M-UTSC), and the Rotman School of Management (RSM) on the University's St. George campus.

Within this framework, the Deans of UTSC, UTM, and RSM, as well as the Vice-Provost, Graduate Education and Dean of the School of Graduate Studies (SGS), have agreed to a structure and administration of a Graduate Department of Management (GDM) based on the following principles:

- The GDM will coordinate and maintain academic oversight over all research-stream graduate programs in the management disciplines. Professional graduate programs in management will be administered and governed under the authority of the relevant campus units.
- Research-stream graduate programs in management may be administered and delivered at one of the three campuses, but will involve all members of the GDM, as appropriate.
- All three units are committed to support and be actively involved, as appropriate, in all research-stream graduate programs at the University of Toronto.

All tenure stream faculty at RSM, M-UTSC, and M-UTM with primary graduate appointments in a management unit will hold their graduate appointment through the GDM and will be members of the GDM Council.

- **Recognition of the Council of the Graduate Department of Management**

In line with the above, the revised constitution explicitly limits the authority of the Rotman Council to the content, quality, and requirements of the academic programs and courses of study that lead to degrees, diplomas, certificates, credit and non-credit courses in the School's undergraduate and professional programs. Section IV-7 recognizes that final authority over research-stream graduate programs will be exercised by the Graduate Department of Management.

Beyond the above, substantive changes to the Rotman Constitution, the wording and organization of the constitution has been significantly altered to follow more closely the constitutional template provided by the Office of the Governing Council to all divisions.

These changes to the Rotman School Constitution were approved, with the requisite two-thirds majority, by the Rotman School's Faculty Council on February 27, 2013.

ACTION:

Be It Recommended

THAT, subject to confirmation by the Executive Committee, the amended Constitution of the Joseph L. Rotman School of Management, approved by the Rotman Council on February 27, 2013, be approved.

CONSTITUTION
of the
JOSEPH L. ROTMAN SCHOOL OF MANAGEMENT

I. Derivation of Authority from the U of T Act

The Joseph L. Rotman School of Management (“School”) is the St. George Faculty of Management at the University of Toronto. The School’s Council exercises its powers and duties under the provisions of the *University of Toronto Act 1971*, as amended.

II. Definitions

In this Constitution and the accompanying By-Laws:

- II-1 “School” means the Rotman School of Management and “Council” means the properly composed Council of the Rotman School of Management of the University of Toronto.
- II-2 “Teaching Staff” means a member of the Rotman School of Management who holds an academic appointment of 50% or more in the Rotman School of Management and who holds the rank of Professor, Associate Professor, Assistant Professor, Assistant Professor (conditional), Senior Lecturer, Lecturer, Senior Tutor, or Tutor.
- II-3 “Administrative Staff” means an appointed staff member of the Rotman School of Management who is not a member of the teaching staff and who holds an an appointment of 50% or more.
- II-4 “Undergraduate Student” means any student registered in a program of study leading to a degree, post-secondary diploma, or certificate in the Rotman School of Management who is not registered in the School of Graduate Studies.

- II-5 “Graduate Student” means any student registered in the School of Graduate Studies in a program leading to a degree, post-secondary diploma, or certificate in the Rotman School of Management.
- II-6 “Alumni” means anyone who has received a degree, post-secondary diploma, or certificate from the School, or who has completed one year of full studies while registered in the School, who is no longer registered as a student and who is not a member of the teaching or administrative staff of the University.

III. Council’s General Powers and Duties

Subject to the provisions of the University of Toronto Act, 1971, and the approval, as required or as appropriate, of the Governing Council of the University, Council shall have the following powers and duties.

- III-1 Council shall determine its composition, and the number, composition, and authority of its Committees.
- III-2 Council recommends for approval to the appropriate body of Governing Council amendments to the School’s academic policies. Academic policy sets out the principles for, the general directions of, and/or priorities for the teaching and research activities of the School.
- III-3 Council plays an advisory role, tendering advice to the School’s administration.

IV. Council’s Specific Powers and Duties

The specific powers and duties of Council are the following:

- IV-1 Council shall determine the rules and regulations for governing its procedures and its decisions shall be made by resolutions made at its meetings.
- IV-2 Council shall pass by-laws regulating the exercise of its powers, the calling and conduct of its meetings, and the method of appointment of its members.
- IV-3 Council shall have the right to alter, or disband its committees as deemed necessary and to determine their composition, authority, quorum, and method of appointment of their members and chairs. Council has authority over

recommendations brought forward by such committees, be that in its decision-making capacity or in its advisory role.

- IV-4 Council shall determine the standards of admission of students to the School. New admissions policies and practices or amendments to existing ones which affect the whole School are recommended to the appropriate body of Governing Council for approval.
- IV-5 Council shall award scholarships, bursaries, prizes and other awards in the gift of the School and may delegate this responsibility to committees or officers of the School.
- IV-6 Council shall establish policies and procedures with respect to petitions and appeals by undergraduate students in courses offered by the School in the Rotman Commerce program in connection with the application of rules and regulations by officers of the School or by instructors in connection with academic standing in the School. A Committee of Council shall 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*.
- IV-7 Council shall consider the content, quality, and requirements of the academic programs and courses of study that lead to degrees, diplomas, certificates, credit and non-credit courses in the School's undergraduate and professional programs; final authority over research-stream graduate programs will be exercised by the Graduate Department of Management; Council shall consider proposals for the closure of any such programs or courses of study; and it shall monitor the quality and standards of the programs and courses of study.

Council shall recommend for approval to the appropriate body of Governing Council proposals for new academic programs.

Council shall have delegated authority to approve proposals for major and minor modifications to existing academic programs¹. All major modifications shall be reported annually for information to the appropriate body of Governing Council.

¹ 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.

Council shall have delegated authority to approve proposals for the modification of existing diploma and certificate programs, pursuant to the University's *Policy on Diploma and Certificate Programs*. An annual report on such actions as required by the *Policy* shall be provided for information to the appropriate body of Governing Council.

- IV-8 Subject to the provisions of the above, Council may delegate its authority for the approval of minor modifications to academic programs to various committees. All such changes shall be reported for information to Council. The decision of whether a matter is major or minor will be made by the Committee Chair and the Chair of Executive Committee in consultation with the Speaker of Council, and/or the Dean or his/her delegate, and/or the Vice-President and Provost or his/her delegate.
- IV-9 Council shall consider and recommend for approval to the Governing Council proposals concerning academic units. Council shall also review and approve or recommend for approval to the Governing Council proposals concerning Extra-Departmental units in the School, pursuant to the *Policy on Interdisciplinary Education and Research Planning*.
- IV-10 Council may be one venue in which consideration and discussion of a review report of an academic program and/or unit may occur, consistent with the protocol outlined in the *University of Toronto Quality Assurance Process*.
- IV-11 Council shall have delegated authority to approve transcript notations within existing degree programs, in accordance with University policy. An annual report on such actions, as required by policy, shall be provided for information to the appropriate body of Governing Council.
- IV-12 Council shall establish policies and procedures for the oversight of the School's non-degree executive education activities and can delegate the authority to various committees.
- IV-13 Council shall make recommendations to the Dean on matters of concern to the Council.
- IV-14 Council shall report to the Governing Council on such matters as the Council determines.

V. Powers, Duties, and Responsibilities of the Dean

- V-1. Council recognizes that the Dean exercises powers under the authority of the *Policy on Appointment of Academic Administrators* which states that “the Dean of the Faculty is the chief executive officer of the Faculty and reports directly to the Vice-President and Provost”.
- V-2. While the Dean may delegate authority to other academic administrators in the School, the Dean remains responsible for the overall direction of the School, and, in particular, for authority over the budget and other financial matters, personnel matters, including appointments, and promotions, and extra-School relationships. In this respect, Council recognizes that the Dean has ultimate authority for the allocation and management of the School’s resources.
- V-3. As outlined in the Constitution and its accompanying By-laws, and according to the *Policy on Appointments of Academic Administrators*, the Dean shall consult with the members of the faculty on matters of policy and practice but is ultimately responsible for all administrative decisions that are within his/her jurisdiction and authority.
- V-4. The Dean shall advise Council of the resource implications of proposed academic policy decisions.
- V-5. The Dean may consult with Council on administrative proposals that may have a significant impact on the academic programs of the School.

VI. Membership of Council

The voting membership of the Council shall consist of:

- VI-1 All Teaching Staff of the Rotman School of Management.
- VI-2 Five Graduate Students to be appointed annually by the their respective student councils, two of whom must be representatives of the 2-year MBA program, and one each from the 3-year MBA program, the Master of Finance, and the EMBA/Omnium program.

- VI-3 One Undergraduate Student from the Rotman Commerce program to be appointed annually by the Commerce Students Association.
- VI-4 One Graduate Student appointed annually by the School's Ph.D Students' Association by and from among the full-time Ph.D students.
- VI-5 Two Administrative Staff of the Rotman School as elected annually by and from the membership of their constituency.

The non-voting membership of the Council shall consist of:

- VI-6 From the Rotman School, the Chief Operating Officer, the Directors of the School's Business Information Centre and Information Technologies Services, as well as other administrative staff as invited annually by Executive Committee as (non-voting) assessors.
- VI-7 All other staff of professorial rank from other divisions of the University who are cross-appointed to the School.
- VI-8 Members of professorial rank from other faculties and University officers, to a limit of no more than five, as invited annually by the Executive Committee.
- VI-9 The President of the University, or a designated representative.
- VI-10 The Vice-President and Provost of the University or a designated representative.
- VI-11 The Dean of the School of Graduate Studies of the University or a designated representative.
- VI-12 A representative of the School's alumni nominated by the School's Alumni Office.
- VI-13 A representative of the alumni of the Rotman Commerce program, appointed by the Rotman Commerce Program office.
- VI-14 Members of the School's Dean's Advisory Council to a limit of not more than three as invited annually by the Executive Committee.

- VI-15 Faculty members emeritus and emerita of the School, within five years of being awarded emeritus/emerita status.
- VI-16 Senior research associates at the School as invited annually by Executive Committee.
- VI-17 Adjunct faculty and Executives-in-Residence at the School as invited annually by Executive Committee.

VII. Term and Quorum of Council

- VII-1 The term of office of members of Council and its Committees shall be from July 1 to June 30, with the term of Student members beginning in September.
- VII-2 The quorum for a meeting of Council shall be one-third of the voting members. This number will be determined each year.

VIII. Officers of the Council

- VIII-1 A Speaker shall preside over all meetings of the Council. In the absence of the Speaker, the Deputy Speaker will preside over the meeting.
- VIII-2 The Speaker and the Deputy Speaker will be elected by and from among the Teaching Staff.
- VIII-3 Eligible members will be staff of professorial rank who hold a tenure-stream appointment in the School and all full-time lecturers and senior lecturers in the School. Members of decanal rank and program directors are not eligible.
- VIII-4 The vote will be by secret ballot cast in advance. The Permanent Secretary of Council will coordinate the voting.
- VIII-5 A call for nominations will be sent out by Executive Committee to all eligible voters. Nominations or self-nominations for Speaker and Deputy Speaker must

be received two weeks prior to the last Council meeting in the Spring preceding the July in which their terms begins.

VIII-6 The term of office for the Speaker and Deputy Speaker shall run from July 1st of the year of election for three-year concurrent terms.

VIII-7 If the Speaker or Deputy Speaker cannot serve their full terms, a by-election shall be run by the Executive Committee, unless it deems the time remaining in the term of the Speaker or Deputy Speaker not to be long enough to warrant such a by-election.

VIII-8 Whoever is presiding as Speaker of a particular Council meeting shall not have a vote except in the event of a tie.

VIII-9 The Speaker shall be an assessor at the Executive Committee meetings. The Deputy Speaker will take the Speaker's position at any Executive Committee meeting which the Speaker cannot attend.

VIII-10 An Administrative Assistant nominated by the Dean's office shall serve as Permanent Secretary of Faculty Council. The Secretary shall be non-voting member of Council.

IX. Meetings

IX-1 There shall normally be three (3) regular meetings of Council in each academic year at an hour and place to be stated in the notice calling the meeting. Such notice of each meeting, including a proposed agenda shall be given to members at least one week in advance of any meeting. If this does not occur the scheduled meeting will be cancelled and rescheduled.

IX-2 A special meeting may be called by the Speaker of Council, the Dean of the School, or upon the written request of twenty (20) percent of the voting membership of Council, and shall be convened within twenty-one (21) days to consider the matters requiring the meeting. Notice of such a meeting shall be given at least one week prior to the meeting.

IX-3 Each voting member of Council has one vote on any question. Motions pass with a simple majority unless otherwise stated in the rules of procedure of the Council. In case of a tie vote, the Speaker may cast a deciding vote or redirect the

question for further consideration. At the discretion of the Speaker, voting can be held by secret ballot.

- IX-4 Meetings of Council shall be open to the public except when matters of a confidential nature may be discussed. The Council will then move *in camera*.
- IX-5 Unless otherwise provided for, all questions which come before Council or a Committee of Council shall be decided by a majority of members present, either in person or in exceptional circumstances as determined by the Speaker via telephone or other electronic means.

X. By-Laws

- X-1 The procedures of the Council will be set forth by the By-Laws of Council.
- X-2 The composition, power, duties, and procedures of Standing and Special Committees shall be set forth in the By-Laws of Council.

XI. Parliamentary Authority

The rules contained in the most recent edition of Robert's Rules of Order shall govern the Council in all cases in which they are applicable and in which they are not inconsistent with the By-Laws and any special rules of order the Council may adopt.

XII. Amendment of Constitution and By-Laws

- XII-1 The Constitution of the Council may only be amended with the approval of the Council and the appropriate body of the Governing Council of the University of Toronto. Voting shall take place at a regularly constituted meeting to which there has been fourteen (14) days' notice of the proposed amendment. An affirmative vote to amend the Constitution is required by two-thirds of the voting members of Council present and voting. Following approval of the recommended

Proposed Revised Constitution

amendment by Council, the amendment is forwarded to the appropriate body of the Governing Council for approval.

XII-2 The By-Laws of the Council may be amended with the approval of a two-thirds majority of Council members present and voting. Voting shall take place at a regularly constituted meeting to which there has been fourteen (14) days' notice of the proposed amendment.

XII-3 The Constitution and By-Laws will be reviewed by the Executive Committee of Faculty Council at periodic intervals of not more than five years.

Previous version approved by Faculty Council October 10, 1997.

Amended and approved by the Rotman School Council on February 27, 2013 and approved by the Executive Committee of Governing Council on 2013 .

**CONSTITUTION
of the
JOSEPH L. ROTMAN SCHOOL OF MANAGEMENT**

- I. The Council of the Joseph L. Rotman School of Management (ASchool@) exercises its powers and duties under the University of Toronto Act 1971, as amended. These powers and duties shall be subject to the approval of the Governing Council, where the Act so requires, and shall be to:
 - I- 1. Make rules and regulations for governing its proceedings.
 - I- 2. Subject to the provisions of the University of Toronto Act 1971, as amended and to the approval of the Governing Council, make rules and regulations for the School=s government, direction and management.
 - I- 3. Subject to the approval of the Governing Council, fix and determine courses of study in the Diploma Program in Business Administration.
 - I- 4. Fix and determine courses of study in the School=s non-credit academic programs.
 - I- 5. Subject to the approval of the Governing Council, appoint examiners for, and conduct the examinations of the courses of the Diploma Program in Business Administration and determine the results of such examinations.
 - I- 6. Subject to the approval of the Council of the School of Graduate Studies and the Governing Council, fix and determine the courses of study in the Master's and Ph.D programs in Management.
 - I- 7. Subject to the approval of the Council of the School of Graduate Studies and the Governing Council, appoint examiners for and conduct the examinations of the courses in the Master's and Ph.D programs and determine the results of such examinations.
 - I- 8. Subject to an appeal to the Council of the School of Graduate Studies and the Governing Council, where appropriate, deal with and decide upon all applications and memorials by the students and others in the School.
 - I- 9. Award scholarships, bursaries, prizes, and other awards in the gift of the School.
 - I-10. Determine the numbers, composition and authority of the committees of the Council.
 - I-11. Make recommendations to the Dean on matters of concern to the Council.
 - I-12. Report to the Governing Council on such matters as the Council determines.
 - I-13. Appoint School representatives to the Commerce Programs Council.
 - I-14. Subject to the approval of the Commerce Programs Council, the Council of the Faculty of Arts

and Science and the Governing Council, fix and determine the Commerce courses of study in the Commerce and Finance Programs.

- I-15. Subject to the approval of the Commerce Programs Council, the Council of the Faculty of Arts and Science and the Governing Council, appoint examiners for, and conduct the examinations of the Commerce courses in the Commerce and Finance Programs.
- II. The term of office of the Council shall be from July 1 to June 30.
- III. The membership of the Council shall consist of:
 - III- 1. The Dean
 - III- 2. The Associate Deans, the Assistant Deans, the Chief Librarian of the School=s Business Information Centre, and the Management Representative from the University of Toronto at Mississauga.
 - III- 3. Staff of professorial rank who hold continuing teaching appointments in the School. All full-time lecturers and tutors in the School.
 - III- 4. Staff of professorial rank at the University of Toronto at Mississauga (Management); and staff of professorial rank at the University of Toronto at Scarborough (Division of Management and Economics) who are cross-appointed to the School.
 - III- 5. Two student representatives to be elected annually by the Graduate Business Council, one of whom must be a representative of the part-time students.
 - III- 6. One student representative from the Commerce and Finance Programs, chosen by the Commerce Students Association.
 - III- 7. One student representative to be elected annually by the School=s Ph.D Students' Association by and from among the full-time Ph.D students.
 - III- 8. Members of professorial rank from other faculties and University officers, to a limit of not more than nine, as invited annually by the Council.
 - III- 9. The President of the University.
 - III-10. A representative of the alumni chosen by the School=s Alumni Association.
 - III-11. A representative of the alumni of the Commerce and Finance Programs.
 - III-12. The Vice-President and Provost of the University or a designated representative.
 - III-13. The Dean of the School of Graduate Studies of the University or a designated representative.
 - III-14. Members of the School=s Dean=s Advisory Council to a limit of not more than three as invited annually by the Council.

IV. Speaker and Deputy Speaker of the Council

- IV-1. A Speaker shall preside over all meetings of the Council. In the absence of the Speaker, the Deputy Speaker will preside over the meeting.
- IV-2. The Speaker and the Deputy Speaker will be elected by the School=s eligible members.
- IV-3. Eligible members will be full time faculty members whose primary appointment is with the School.
- IV-4. The vote will be by secret ballot cast in advance. The election will be held in the same manner as the election of Executive Committee members.
- IV-5. The term of office for the Speaker and Deputy Speaker shall run from July 1st of the year of election for three year concurrent terms.
- IV-6. A call for nominations will be sent out to all eligible voters. Nominations for Speaker and Deputy Speaker must be received two weeks prior to the last Council meeting in the Spring preceding the July in which their terms begins.
- IV-7. If the Speaker or Deputy Speaker cannot serve their full terms, a by-election shall be run by the Executive Committee, unless it deems the time remaining in the term of the Speaker or Deputy Speaker not to be long enough to warrant such a by-election.
- IV-8. Whoever is presiding as Speaker of a particular Council meeting shall not have a vote except in the event of a tie.
- IV-9. The Speaker shall be an assessor at the Executive Committee meetings. The Deputy Speaker will take the Speaker=s position at any Executive Committee meeting which the Speaker cannot attend.

V. Quorum

One third of the members of Council.

VI. Amendments

The Constitution may be amended, subject to the approval of the Governing Council, by the affirmative vote of two-thirds of the membership present at a regular meeting prior to which there has been given to the Council fourteen (14) days notice of the proposed amendment.

(Approved by the School' s Council: 10 October 1997)

Graduate Department of Management at the University of Toronto (rev. Draft: February 20, 2013)

1. Introduction

Graduate education is an important element of the core educational mission of the University of Toronto, it forms the basis for much of our academic planning and priorities, and it contributes in a significant way to research output. In accord with the University's overarching structure, research-stream graduate education in management is a three-campus activity, involving the Department of Management at the University of Toronto, Mississauga (M-UTM), the Department of Management at the University of Toronto, Scarborough (M-UTSC), and the Rotman School of Management (RSM) on the University's St. George campus.

Within this framework, the Deans of UTSC, UTM, and RSM, as well as the Vice-Provost, Graduate Education and Dean of the School of Graduate Studies (SGS), have agreed to a structure and administration of a Graduate Department of Management (GDM) based on the following principles:

- The GDM will coordinate and maintain academic oversight over all research-stream graduate programs in the management disciplines. Professional graduate programs will be administered and governed under the authority of the relevant campus units.
- Research-stream graduate programs in management may be administered and delivered at one of the three campuses, but will involve all members of the GDM, as appropriate.
- All three units are committed to support and be actively involved, as appropriate, in all research-stream graduate programs at the University of Toronto.

Towards that end, the following section summarizes relevant aspects of the governance and administration of the GDM.

Membership

All tenure stream faculty at RSM, M-UTSC, and M-UTM with primary graduate appointments in a management unit will hold their graduate appointment through the GDM and will be members of the GDM Council.

Governance

The GDM Council will elect an Executive Committee with representation from all three management units. On behalf of the GDM Council, the Executive Committee will review and approve, as required, all programmatic aspects of research-stream graduate programs in management, including new program proposals, and major and minor changes to existing programs, as appropriate. The Committee will provide academic oversight as mandated by UTQAP.

The membership of the Executive Committee will be as follows:

Ex-officio voting members:

Graduate Chair of the GDM (chair)
Vice-Dean, Academic, RSM (or delegate)
Chair, Department of Management, UTSC
Chair, Department of Management, UTM

Elected voting members:

6 tenure-stream faculty members of the GDM from all three units, apportioned in relation to their share in the total membership of the GDM

The term of elected Committee members is normally two years. No elected member may serve more than three consecutive terms. The election of elected representatives will be organized by the Chair of the GDM no later than April 15 of the academic year preceding the end of the term of the relevant elected Committee members. **(staggered terms?)**

Graduate Chair

The Graduate Chair is responsible for the health and administration of the GDM. The Graduate Chair shall:

- in association with the graduate faculty, maintain and improve the quality of scholarship in the GDM;

- appoint to the graduate faculty (or remove from the list) members in the graduate unit in accordance with University guidelines; (appointment of professional graduate faculty campus-based?)
- in cooperation with the individual units, ensure that every program under his/her supervision is administered in accordance with SGS policy;
- on behalf of the GDM, coordinate the inclusion of all graduate programs and courses in the SGS calendar as approved;
- be responsible for administering the University's Code of Student Conduct and the Code of Behaviour on Academic Matters as it pertains to students registered in the graduate unit's research-stream programs.

In addition to this clearly defined set of responsibilities, the Graduate Chair also takes on a representative role on committees governed by the University's *'Policies and Procedures on Academic Appointments'*. This includes the Graduate Chair's role on search, tenure, and promotions committees.

Finally, the Graduate Chair will be consulted in the annual assessment of members of the three units in relation to their duties as members of the graduate unit for the purpose of progress-through-the-ranks (PTR) evaluation. Final PTR assessments will remain the responsibility of the Dean of RSM and the department chairs and deans at M-UTSC and M-UTM.

Graduate Chair Appointment

The Graduate Chair will be appointed from the members of the GDM by the Vice-Provost, Graduate Education and the Dean of SGS, in consultation with the Vice-Provost, Faculty and Academic Life and the Deans of RSM, M-UTM, and M-UTSC. The Dean of SGS takes the administrative lead in the appointment. The terms are flexible within University of Toronto guidelines and subject to the approval of the Agenda Committee of Academic Board. The maximum appointment is five years, once renewable.

Certain administrative functions of the Graduate Chair may be delegated, as consistent with policy.

Program Organization and Administration

The organization and administration of research-stream programs in a given management unit remains campus-based, with the administrative staff, operating and space resources provided by the unit serving as the primary location of the program.

Research-stream programs will establish an internal governance process for the program. Within that governance process, full rights and responsibilities are accorded to all GDM members from all three campuses.

The overall responsibility for operational aspects of research-stream graduate programs, such as enrolment planning, program administration, and student aid, will rest with the relevant deans. All programmatic recommendations for research-stream graduate programs will require final approval from the GDM Executive Committee on behalf of the GDM Council.

Faculty Cooperation

All members of the GDM retain the right to be involved, as appropriate, in all programs under the jurisdiction of the GDM. Specifically, that includes the following commitments:

- All three units accord full rights and responsibilities to all members of the GDM in their area of specialization.
- All three units allow members of the GDM with primary budgetary appointment on their campus to teach one half-course per year in a GDM program on a different campus, if mutually agreed between instructor and program director.
- All three units recognize credit for administrative service in any research-stream graduate program within the GDM.
- The Graduate Chair will foster opportunities for further cross-campus research cooperation, such as joint conferences, seminars, and research projects.

Finances

The financial responsibility for unit-based programs rests with the Dean of RSM and the Department Chairs or Deans at UTSC and UTM, respectively, as appropriate.

Current funding commitments remain in place, i.e. RSM will continue to fund the Rotman PhD program (scholarships, tuition, faculty cost, equipment, administration). Cross-campus support in kind (on load teaching) or direct funding is possible.

Government support of domestic students (BIUs) follows the student. That is, if e.g. a post-comp student in the current PhD program elects a faculty member from M-UTSC or M-UTM as principal supervisor, equivalent support will be transferred. Should a student be affiliated with UTM or UTSC, appropriate support will be transferred to RSM. Funding from UTSC or UTM will be earmarked for students supervised by M-UTSC or M-UTM faculty, as appropriate.

Date:

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Brian Corman
Vice-Provost, Graduate Education
& Dean, SGS

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Roger Martin
Dean, Rotman School of Management

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Amy Mullin
Vice-Principal and Dean, UTM

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Rick Halpern
Vice-Principal and Dean, UTSC