Memorandum to:	University of Toronto Mississauga Community University of Toronto Scarborough Community
From:	William Gough, Chair of the Elections Committee of the Governing Council
Date:	March 6, 2014
Subject:	Consultation on **UTM and UTSC Campus Councils and their Standing Committees - Proposed Changes to Distribution of Seats and Length of Terms**
Cc:	Elections Committee

I write to ask for your input on two related matters - distribution of seats and length of terms for members of the University of Toronto Mississauga (UTM) and University of Toronto Scarborough (UTSC) Campus Councils (CCs), Academic Affairs Committees (AACs) and Campus Affairs Committees (CACs).

1.   Background

The Terms of Reference (TOR) for the UTM and UTSC CCs and their Standing Committees were initially approved by the Governing Council on June 25, 2012, with subsequent revisions approved on December 13, 2012. Among other matters, the composition, term, and appointment and election processes for members are outlined in the Terms of Reference. The *Election Guidelines, 2014*, which was approved by the Elections Committee on October 10, 2013, contains detailed information about Governing Council election processes. Included as well are lists of seats within each constituency for which an election will be required. Since the establishment of the UTM and UTSC governance bodies on July 1, 2013, and with the second year of election and appointment processes for UTM and UTSC governance bodies well underway, it is timely that some specific recommendations to strengthen existing processes be put forward for consideration by the UTM and UTSC communities and by the Governing Council. Options outlined below would address some of the challenges presented by the complex staggered elections process followed by the linked appointments process that is currently in place.

2.   Current Process

The CCs are composed of both Governing Council and non-Governing Council members within each estate - administrative staff, community members, students, and teaching staff. The Terms of Reference state that a) Governing Council members are appointed annually by the Governing Council to the CCs and may be re-appointed; b) non-Governing Council student members are elected annually and are eligible to be re-elected; and c) non-Governing Council administrative staff and teaching staff members are elected for three-year terms and may be re-elected.

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2. **Current Process** (cont'd)

When the establishment of the UTM and UTSC governance bodies was approved, a commitment was made to conduct a review of the governance systems at the end of the 2013-2014 governance year. That meant that members of all estates on the CCs and their Standing Committees would serve a one-year term during the implementation period, and that was reflected in the *Election Guidelines 2013*, *Election Guidelines 2014* and in the nomination forms signed by candidates in both of the elections. It should be noted that the Terms of Reference are silent on the length of term of community members, but those members were appointed for a one-year term for 2013-2014, given the expectation of a future review.

In order to put in place election processes that would allow administrative staff and teaching staff to begin to serve three-year terms in 2015-2016, recommended changes should be considered for approval by the Governing Council before the end of June, 2014.[1]

3. **Proposed Options**

3.1. UTM/UTSC Campus Councils

3.1.1. Teaching Staff

Outlined below are some options that would ultimately result in three-year terms for non-governor teaching staff members, after a three-year implementation schedule.

Table 1: Partial, Current Membership of the UTM and UTSC CCs

CONSTITUENCY	GOVERNING COUNCIL	NON-GOVERNING COUNCIL	TOTAL
Administrative Staff	0 - 1	2 - 1	2
Community Members, including Alumni, LGIC Appointees, and other members of the community	3	8	11
Teaching Staff	1 or 2	5 or 4	6
Students	0 - 1	4 - 3	4

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[1] The Governing Council election period begins each January and is completed by mid-April. The election schedule, which had spanned a longer period in previous years, was compressed in 2013 in order to accommodate the addition of elections for the UTM and UTSC governance bodies.

3.1.1. Teaching Staff (cont'd)

Option 1: 2 GC fixed; 4 non-GC fixed

- Have 2 teaching staff governor seats (appointed) and 4 non-governor teaching staff seats (elected) on the CCs.
- This would resolve the uncertainty about the number of seats available each year for elected, non-governor teaching staff members, as the number of seats would no longer be linked.
- However, this would mean that 4 of the 12 teaching staff governors would have to serve on CCs – 2 at UTM and 2 at UTSC.
- For the first year of implementation, the length of terms for the 4 non-governor teaching staff seats would be varied (e.g. 2 three-year term seats, 1 two-year term seat, 1 one-year term seat). In that way, the term end dates for the 4 non-governor teaching staff seats would be staggered, ensuring continuity of membership on the CCs. The allocation would be determined by the Elections Committee and outlined in the *Election Guidelines*.

Option 2: 1 GC fixed; 5 non-GC fixed

- Have 1 teaching staff governor seat (appointed) and 5 non-governor teaching staff seats (elected) on the CCs.
- For the first year of implementation, the length of terms for the 5 non-governor teaching staff seats would be varied (e.g. 2 three-year term seats, 2 two-year term seat, 1 one-year term seat). While the uncertainty of seat allocation would be removed with this option, the opportunity for teaching staff governors to participate in the UTM and UTSC governance bodies would be reduced.

Option 3: 1 or 2 GC; 5 or 4 non-GC, with 1 appointed non-GC

- Have 4 non-governor teaching staff seats (elected) on the CCs.
  - For the first year of implementation, the length of terms for the 4 non-governor teaching staff seats would be varied (e.g. 2 three-year term seats, 1 two-year term seat, 1 one-year term seat).
- If only 1 teaching staff governor is appointed to serve on the CCs and 4 non-governor teaching staff members have been elected, there will be 1 vacancy.
  - That non-governor teaching staff seat would be filled through an appointment process on the recommendation of the CC Nominating Committee and with the approval of the CC. The term would be for one year only, so that a teaching staff governor would have the option to assume the seat in the subsequent year.
  - The disadvantage of this option is that it would add an additional step – a call for nominations for one teaching staff seat - to an already lengthy and complex elections/appointment process, thus delaying subsequent steps which must be completed by June 30th, before members begin their terms on July 1st.
- If two teaching staff governors are appointed to the CCs and four non-governors are elected, all six seats on the CCs will be filled.

3.1.1. Teaching Staff (cont'd)

Option 4: 1 or 2 GC; 5 or 4 non-GC, with 1 elected non-GC

- This option is currently in place.
- Hold elections for five non-governor teaching staff seats.
- If only one teaching staff governor is appointed to the CC, the non-governor teaching staff with the four highest number of votes would be elected.
  - For the first year of implementation, the length of terms for the 4 non-governor teaching staff seats would be varied (e.g. 2 three-year term seats, 1 two-year term seat, 1 one-year term seat).
  - Each year, the non-governor teaching staff member with the fifth highest number of votes would be elected for a one-year term so that a teaching staff governor would have the option to assume the seat in the subsequent year.
- If two teaching staff governors are appointed to the CC, the non-governor teaching staff with the four highest number of votes would be elected.

3.1.2. Administrative Staff

Option 1: 0 or 1 GC; 2 or 1 non-GC

- This option is currently in place.
- Have 0 or 1 GC administrative staff members (appointed) and 2 or 1 non-GC administrative staff members (elected) on the CCs.
  - This would continue to give administrative staff governors the option of serving on the CCs if they so chose.

Scenario 1: 0 GC; 0 non-GC librarian; 2 non-GC administrative staff
- If no administrative staff governors are appointed to the CC, and if no librarians have submitted a nomination,[2] then the non-governor administrative staff with the two highest number of votes would be elected.
  - For the first year of implementation, the length of terms would be varied (i.e. 1 three-year term seat and 1 one-year term seat). That would allow for the possibility of one administrative staff governor being appointed in the subsequent year. The number of vacancies and the length of the terms would be outlined in the *Election Guidelines*. Every third year an election would need to be held for a three-year term seat.

Scenario 2: 0 GC; 1 non-GC librarian; 1 non-GC administrative staff
- If no administrative staff governors are appointed to the CC and if one librarian is elected, then the non-governor administrative staff member with the highest number of votes would be declared elected to the second seat. One would hold a three-year term seat and 1 would hold a one-year term seat, so that an administrative staff governor could be appointed in the subsequent year.

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[2] The TORs state that, normally, one of the two non-Governing Council administrative staff seats on the CCs will be reserved for a librarian.

3.1.2. Administrative Staff (cont'd)

Scenario 3: 1 GC; 0 non-GC librarian, 1 non-GC administrative staff
- If one administrative staff governor is appointed to the CC, and if no librarians have submitted a nomination, then the non-governor administrative staff member with the highest number of votes would be declared elected for a three-year term. Every third year an election would need to be held for a three-year term seat.
- However, this would mean that a non-Governing Council librarian would have to wait three years before becoming eligible to serve.

Scenario 4: 1 GC; 1 non-GC librarian, 0 non-GC administrative staff
- If one administrative staff governor is appointed to the CC, and if both non-governor librarian(s) and non-governor administrative staff members have submitted nominations, then the librarian candidate with the highest number of votes would be declared elected for a three-year term. Every third year an election would need to be held for a three-year term seat.
- However, this would mean that a non-Governing Council administrative staff would have to wait three years before becoming eligible to serve.

Option 2: 0 GC; 1 non-GC librarian, 1 non-GC administrative staff

- Hold elections for 1 non-Governing Council administrative staff seat and 1 non-Governing Council librarian seat on the CCs. Ultimately, each seat would be for a three-year term, but during the implementation phase, one seat would be for a two-year term, to allow for continuity.
- However, with this option, the opportunity for administrative staff governors to participate in the UTM and UTSC governance bodies would be removed.

Option 3: 0 or 1 GC; 2 or 1 non-GC

- This option would be the same as Option 1 above, except that each seat would be for a one-year term only.

Option 4: 0 or 1 GC; 2 or 1 non-GC; with 1 seat reserved for a librarian

CONSTITUENCY	GOVERNING COUNCIL	NON-GOVERNING COUNCIL	TOTAL
Administrative Staff			
Administrative Staff	0 – 1	1 – 0	1
Librarian	0 - 1	1 - 0	1
			Total of 2

3.1.2.   Administrative Staff (cont'd)

- Sub-divide the Administrative Staff Constituency so that there would be one seat (governor or non-governor) for a librarian and one seat for a non-librarian (governor or non-governor).
- Each seat would be for a one-year term only to avoid difficulties associated with alternating a three-year seat between the librarian and non-librarian seat.

3.1.3.   Community Members

- Continue to have 3 GC community members (appointed) and 8 non GC community members (appointed).
- Have the 8 non-governor community members on the CCs serve three-year terms. (This requirement would need to be added to the TORs.)
  - For the first year of implementation (2014-2015), the length of terms would be varied (e.g. 3 three-year term seats, 3 two-year term seat, 2 one-year term seat). In that way, the term end dates for the 8 non-governor community member seats would be staggered, ensuring continuity of membership on the CCs. The appointments (including the length of term) would be recommended by the CC Nominating Committees and approved by the CCs.

3.1.4.   Students

- Continue to have 0 or 1 GC student members (appointed) and 4 or 3 non GC student members (elected) on the CC, each serving a one-year term with the possibility of re-appointment/re-election.
  - This would continue to give student governors the option of serving on the CCs if they wanted.

3.2.   UTM/UTSC Academic Affairs Committee

The AACs Terms of Reference state that non-CC administrative staff, librarian, and teaching staff members are normally elected for three-year terms and may be re-elected. Non-CC student members are elected annually and are eligible to be re-elected. Governing Council and non-Governing Council members of the CCs are appointed annually to the AACs and may be re-appointed.

The concern of having to stagger three-year terms for administrative staff and librarians on the AACs is not applicable, as each constituency has only one seat for a non-CC member. (Please see Table 2 below.) However, within the teaching staff constituency, there are multiple seats (each academic unit is represented by one *ex officio* and one elected member). Given the possible turnover of 15 (UTSC) or 16 (UTM) elected, non-CC teaching staff members every three years, consideration should be given to staggering the length of terms within that group to ensure continuity of membership.

Table 2: Partial Membership of the UTM and UTSC AACs

CONSTITUENCY	CAMPUS COUNCIL	NON-CAMPUS COUNCIL	TOTAL
Administrative Staff Governor Non-governor	0-1 1-0	1	2
Community Members(including Alumni and LGIC Appointees) Governor Non-governor	0-3 3-0	0	3
Teaching Staff Academic Departments Chairs *Ex officio* or designates[3]		16 (UTM)/ 15 (UTSC)	
Teaching Staff Governor Non-governor	0-2 3-1	16 (UTM)/ 15 (UTSC)	32(UTM)/ 30 (UTSC) 3
Librarians UTSC Chief Librarian *ex officio* Librarian		1 1	2
Students Governor Non-governor	0-1 2-1	7	9

3.3.   UTM/UTSC Campus Affairs Committee

As with the AAC Terms of Reference, the CAC Terms of Reference also state that non-CC administrative staff and teaching staff members are normally elected for three-year terms and may be re-elected. Non-CC student members are elected annually and are eligible to be re-elected. Governing Council and non-Governing Council members of the CCs are appointed annually to the AACs and may be re-appointed.

- Reference to a three-year term for non CC, elected librarian members of the CAC should be added to the CACs TOR.
- Reference to a three-year term for non CC, community members of the CAC should be added to the CACs TOR.
- Since the CACs do have multiple seats for non-CC members (see Table 3 below), the three-year terms for administrative staff, community members, and teaching staff

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[3] The Associate Dean, Centre for Teaching and Learning is a member of this constituency.

members should be phased in and staggered in a manner similar to that outlined in section 3.1.1 above.

- The CC teaching staff membership of the CAC should be altered to: Governor: 0-2 and Non-governor: 2-0 in order to remove the requirement that the teaching staff governor serve on the CAC, allowing greater flexibility.
- Similarly, the CC community member membership of the CAC should be altered to Governor: 0-2 and Non-governor: 2-0.

Table 3: Partial Membership of the UTM and UTSC AACs

CONSTITUENCY	CAMPUS COUNCIL	NON-CAMPUS COUNCIL	TOTAL
Administrative Staff			
Governor	0 -1		
Non-governor	1 - 0	3	4
Community Members(including Alumni, LGIC Appointees, and other members of the community)			
Governor	1 - 2		
Non-governor	1 - 0	2	4
Teaching Staff			
Governor	1		
Non-governor	1	7	9
Librarians			
Non-governor	0	1	1
Students			
Governor	1 - 0		
Non-governor	0 - 1	6	7

4.   Consultation Sessions

Consultation sessions with the UTM and UTSC community are planned for March, 2014, to be followed by consultation with all governors. The dates and times for the consultation sessions are listed below.

> Monday, March 24, 2014, 2:00 to 3:30 p.m.
> University of Toronto Mississauga
> Council Chamber, Room 3130
> William G. Davis Building
> Please RSVP to **council.utm@utoronto.ca** by Monday, March 17, 2014 at 5:00 p.m.
>
> Tuesday, March 25, 2014, 2:00 to 3:30 p.m.
> University of Toronto Scarborough
> Science Wing, Room 403, Old Council Chamber
> Please RSVP to **campuscouncil@utsc.utoronto.ca** by Monday, March 17, 2014 at 5:00 p.m.

Members of the University community are invited to submit written comments on the proposed changes by **e-mail** to **gc.elections@utoronto.ca** by **Tuesday, April 15, 2014.** Throughout this process, the Executive Committee will be advised of developments, and regular updates will also be provided at Governing Council meetings. The Elections Committee will then develop its recommendations to be considered by the Governing Council either at the May 22nd or June 25, 2014 meeting.

Thank you.