AGENDA

1. Chair’s Remarks

2. Orientation* (for information)

3. Calendar of Business, 2014-15* (for information)

4. Current Year Campus and Institutional Budget: Presentation by Professor Scott Mabury, Vice-President, University Operations and Mr. Paul Donoghue, Chief Administrative Officer, UTM (for information)

5. Committee to Review the UTM and UTSC Campus Council: Consultation* (for information)

CONSENT AGENDA**

6. Date of Next Meeting – Monday, November 10, 2014, 4:10 p.m.


8. Business Arising from the Report of the Previous Meeting

9. Other Business
AGENDA

1. Chair’s remarks and introductions
   - Orientation Resources (http://uoft.me/OrientationResources)

2. Mandate, Terms of Reference and Conducting Business
   - Role of Governance
   - Organizational chart of the Governing Council
   - Key elements of the Terms of Reference
   - Agendas
   - Effective Participation of Committee Members
   - Tools
   - Responsibilities of Members
   - Decisions and Meetings
   - Approval Pathways
   - Role of the Secretariat
   - Agenda Planning
   - Role of the Administration and Assessors

3. Overview of the Campus and Portfolios of Voting Assessors [Mr. Paul Donoghue, Chief Administrative Officer & Mr. Mark Overton, Dean of Student Affairs]
   - Priorities for the 2014-15 governance year in reference to the Calendar of business
University of Toronto Mississauga
Campus Affairs Committee
Orientation

September 15, 2014
Role of Governance vs. Administration

• Administration manages the University
• Primary Functions of Governance: Oversight; Advice; Approval
• Governance is a receiver of proposals and reports from the administration
• Functions of governance: advancing and sustaining the University’s purpose, strength and well-being
Member Resources

• http://uoft.me/OrientationResources

• Quick access to frequently used member resources (membership lists, assessors, COB, schedules, TOR, portal)
Key Elements of the CAC
Terms of Reference

• Matters that concern the quality of student and campus life
• Monitoring, reviewing and making recommendations concerning planning issues and for use of campus resources
• Matters that impact relationships internally and with the community
• Recommends approval to other bodies
CAC Membership

- Total membership: 35
- 7 students; 9 teaching staff; 4 community members; 4 administrative staff; 1 librarian; additional ex-officio members
- Voting Assessors: CAO (Paul Donoghue); VP Academic & Dean (Amy Mullin); Dean of Student Affairs (Mark Overton);
Agenda Structure

1. Reports and Presentations
2. Items for Approval
3. Assessor’s report (standing item for each meeting)
4. Consent agenda: routine/transactional items; given individual consideration if a member requests
5. Other Business
6. In camera session
Committee Members: tips for effective participation

Informed participation ➔ review materials in advance (attention to cover sheets)

Oversight: Reports from Administration provide opportunity for monitoring and oversight role

Advice:

• Adding value:
  – provide feedback/advice to assessors in preliminary stages of a proposal
  – make suggestions for improvements to presentations for subsequent bodies in the governance process
  – ask questions (if answers will require preparation it is best practice to alert assessors in advance so that they can be prepared)
  – ask about consultation process (if appropriate)
Cover Sheets

1. General
2. Header Information
3. Sponsor & Presenter
4. Jurisdictional Information
5. Previous Action Taken
6. Highlights
7. Recommendation
The Governance Portal: Diligent Boardbooks

• Only tool used to distribute confidential meeting documentation to members, and therefore the expectation is that all members make use of it
• Password protected
• Instructions for setup: http://uoft.me/DBBInstructions
• User Name: “firstname lastname” and the temporary Password is “July2014”.

UTM Campus Affairs Committee Meeting - Orientation
Responsibilities of Members

• Principles
  – Members act in the best interests of the institution as a whole
  – Reflect the perspectives of their estate, as appropriate
  – Refer to “Expectations and Attributes of Governors & Key Principles of Ethical Conduct” in the quick reference guide
Decisions

Proposals may be:
• Approved
• Rejected
• Referred back to the administration with advice.

Motions may be:
• For Approval
• Recommendation for approval
• For Confirmation
## Meetings

<table>
<thead>
<tr>
<th>OPEN</th>
<th>CLOSED</th>
<th>IN CAMERA</th>
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</thead>
<tbody>
<tr>
<td>Open to members of the University, the public, and the press, up to the capacity of the room to seat guests. Default for most meetings</td>
<td>Restricted to members of the Committee, members of the Governing Council who are not members of the Committee, members of a body to which the Committee reports and other individuals (normally members of the administration) whose presence is considered by the Board or Committee to be necessary to facilitate its work. Decision is recorded in the minutes</td>
<td>Only members of the Committee, the Secretariat, and other individuals (normally members of the administration) whose presence is considered by the committee to be necessary to facilitate its work, may be present. e.g. Financial details of capital projects Decision is recorded in the minutes</td>
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</tbody>
</table>
Conduct of Meetings

• Modified version of Bourinot’s Rules of Order which are included in the Governing Council’s By-Law Number 2.
  – Meetings are normally open.
  – Members may speak once in a debate for up to 5 minutes to allow for wide participation.
  – Only members and voting assessors may participate in debate and vote.
  – Non-members who wish to speak must request to do so in advance of the meeting.
APPROVAL OF CAPITAL PROJECTS

Level 2 ($3 - 10 million)

Level 3 (> $10 million)

Execution of the Approved Project/Borrowing

Business Board [considers execution + expenditures]  
Project Committee (for Implementation)
COMPULSORY NON-ACADEMIC INCIDENTAL FEES

ANCILLARY BUDGETS
Role of the Secretariat

- History and Context
- Facilitate governance process: neutrality
- Expert resource to members, administration
- Gaps in Documentation: Ensure documentation and Cover Sheets are complete
- Maintain Calendar of Business
- Support the Chair and the Committee
Agenda Planning

• Agenda planning is the “hand-off” from the administration to governance.
• Agenda planning group includes the Chair, Vice-Chair, and the assessors.
• The guiding principle is that the agenda is set by the Chair following advice from the appropriate assessors.
Agenda Planning Timelines

Draft Agenda
Created from COB and circulated to Assessors
7-10 days prior to AP meeting

Documentation
is posted to Governance Portal for AP meeting
3-4 days prior to AP meeting

Agenda Planning (AP) Meeting

Distribution of Documentation to Members and online
7 days prior to Committee meeting

Committee Meeting

Meeting Follow-Up
meeting report/next levels of gov.
Calendar of Business: what business will be brought to CAC this year?

• Developed annually for all Governing Council bodies

• Key point of reference – an overview of all anticipated business to be transacted in the year

• New items are added (updated every Friday) as they arise from the administration
Role of Administration / Assessors

• “Assessors” bring forward proposals from the administration for consideration
• Assessors also provide reports for information
• Introduce item before discussion and vote
• The roles of the assessors to this committee reflect the terms of reference
Questions
ADMINISTRATIVE ASSESSORS SUMMARY OF RESPONSIBILITIES
AND HIGHLIGHTS FOR 2014-15

Prof. Amy Mullin, Vice-Principal, Academic and Dean (VPA)

The role of the Vice Principal and Academic with respect to campus governance includes oversight of the academic departments, engaging in periodic external review of those departments, and evaluating and supporting their plans for curricular innovations, along with developing initiatives that support the research, teaching and learning on our campus.

In the 2014-15 academic year, the Office of the Dean will sponsor new programs, program closures, development of additional combined programs, and the introduction of new courses to serve our existing programs. Most of these items sponsored by the Office of the Dean will be submitted for Academic Affairs Committee consideration. The planning and resource implications of the establishment, termination or restructuring of academic units and proposals for Extra-Departmental Units are within the responsibility of the Campus Affairs Committee and will be submitted to this committee.

Paul Donoghue, Chief Administrative Officer (CAO)

The Chief Administrative Officer is responsible for providing leadership to a broad range of non-academic functions in support of UTM’s academic mission of teaching, research and scholarship. Principal areas include: budgeting, finance and accounting; parking & transportation; facilities management & planning; capital construction; information and instructional technology; human resources; hospitality & retail operations; occupational health & safety; and, security and emergency management. The CAO also supports the VP & Principal, Principal’s Table and academic colleagues in the design and implementation of new initiatives.

As an administrative assessor to the Campus Affairs Committee, the CAO will be sponsoring UTM’s integrated, 5-year financial plan and operating budget for 2015-16 (including ancillary operating plans/fees); the multi-year capital plan; and, several major capital project reports during the 2014-15 academic year.

Key objectives include:

- Ensuring that UTM continues to meet its fiscal objective of balanced budgets during a period of enrolment/facilities expansion and continuing to develop break-even fiscal strategies in response to changing financial constraints and evolving priorities/new initiatives.
- Managing, from planning to completion, major capital projects arising from UTM’s multi-year construction plan, ensuring all projects are completed on-time and on-budget.
- Continuing to raise the bar for professionalism among UTM staff based upon the principles of tolerance and mutual respect with a focus toward customer service and the public image of UTM.

Mark Overton, Dean of Student Affairs (DSA)

The Dean of Student Affairs, through the Student Affairs division’s departments (AccessAbility Resource Centre, Career Centre, Health & Counselling Centre, International Centre, Physical Education, Athletics & Recreation Department, and Student Housing & Residence Life Department) and more broadly through campus and university student services, promotes holistic student learning and development.

As an administrative assessor to the Campus Affairs Committee, the DSA will sponsor proposals for UTM student services and student societies funded by compulsory non-tuition related fees, and bring attention to the following key topics during the 2014-15 academic year:

- Modeling and assessing on-line delivery of some student services while retaining in-person services as well
- Increasing academic program-related international opportunities for students
- Supporting faculty, staff, TA and student-peer in referring students for help with mental health issues
# UTM Campus Council and Standing Committees
## Consolidated Calendar of Business 2014-15

<table>
<thead>
<tr>
<th>Item</th>
<th>Originating Portfolio</th>
<th>Campus Affairs Committee</th>
<th>Action</th>
<th>Academic Affairs Committee</th>
<th>Action</th>
<th>Agenda Committee</th>
<th>Campus Council</th>
<th>Action</th>
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<td><strong>GC Cycle 2 (UTM Cycle 1)</strong></td>
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<td>Strategic Topic CC: Overview of the Office of the Dean</td>
<td>VPA/Dean</td>
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<td>Oct. 8</td>
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<tr>
<td>Strategic Topic AAC: Highlighting Faculty Research Introduced by VPR</td>
<td>VPR</td>
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<td>Sept. 18</td>
<td>Info.</td>
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<td>Major Modification: Master of Management &amp; Professional Accounting (MMPA) 12 Month Program</td>
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<td>Presentation: Current Year Campus and Institutional Operating Budget</td>
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<td>Presentation: UTM Operating Budget, Themes and Priorities</td>
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<td>Undergraduate Curriculum Changes (minor)</td>
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<td>New Minor: Education Studies</td>
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<td>New Combined Program: Masters of Science in Sustainability Management (MScSM) &amp; BSc/ BA, UTM Geography</td>
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Updated: 09-05-2014
## UTM Campus Council and Standing Committees
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<td>Ancillary Operating Plan, 2015-16</td>
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<td>New Combined Program: Master of Teaching (MT) Ontario Institute for Studies in Education (OISE) &amp; BA/ BSc UTM</td>
<td>VPA/Dean</td>
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<td>New Combined Program: Master of Child Study &amp; Education (CSE MA), Ontario Institute for Studies in Education (OISE) &amp; BSc UTM (Psyhology)</td>
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<td>New Minor: Human Health</td>
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<td>Director, IMI</td>
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<td>Strategic Topic AAC: Student Academic Societies</td>
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<td><strong>GC Cycle 5 (UTM Cycle 4) cont.</strong></td>
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<td>External Reviews</td>
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<td>Presentation: Admissions &amp; Enrolment Report</td>
<td>Registrar</td>
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<td>Appointments – UTM Nominating Committee (additional members to Agenda Committee)</td>
<td>Chair</td>
<td>Feb. 19</td>
<td>Mar. 5</td>
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<td>Operating Plans - Student Affairs and Services / Compulsory non-academic incidental fees</td>
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<td>Mar. 5</td>
<td>Approval/GC EX confirmation</td>
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<td>Student Societies: Requests for Fee Increases</td>
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<td>Feb. 12</td>
<td>Mar. 5</td>
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<td>Closure of Human Resources &amp; Industrial Relations (HRIR) Program</td>
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<td>Feb. 11</td>
<td>Mar. 5</td>
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<td>Apointments - 2015-16 UTM CC and Standing Committee Community Members</td>
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<td>Apr. 8</td>
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<td>New Combined/ Joint Specialist Program in Economics &amp; Quantitative Methods</td>
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<td>New Stream: Social Policy, Department of Sociology</td>
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<td>Presentation: The University's Operating Budget and UTM's Operating Budget Envelope</td>
<td>VP University Operations</td>
<td>Mar. 23</td>
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<td>Apr. 22</td>
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### UTM Campus Council and Standing Committees
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<td>VPA/Dean, Exec Dir. Advancement</td>
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<td>VPA/Dean/Library/Go v./Reg. Office</td>
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*Updated: 09-05-2014*
Committee to Review the UTM and UTSC Campus Councils

Terms of Reference

Background

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:

“THAT, following the first year of operation, the Governing Council conduct a review of the new model to determine its effectiveness and any changes that might be necessary.”¹

The Committee to Review the UTM and UTSC Campus Councils (CRCC) is established to fulfill the Governing Council’s requirement. Appendices to this document provide detailed context and background for undertaking such a review, including an overview of the governance structures; a summary of the identification, election / selection, orientation and education of members of the Campus Councils and their Standing Committees; and background on the development of the structures.

Mandate

The Committee to Review the UTM and UTSC Campus Councils is charged with conducting a review of the manner in which the Campus Councils and their Standing Committees operated in the 2013-14 academic year. The tasks of the CRCC are to:

• evaluate the efficacy of the model and the manner in which it has been implemented,
• report its findings, and
• recommend refinements which would enhance the ability of the Campus Councils and their Committees to execute their respective mandates.

It is expected that the CRCC’s recommendations will be considered by the Governing Council at its meeting in December, 2014.
Committee to Review the UTM and UTSC Campus Councils: Terms of Reference

Areas for Consideration

The Committee is to consider the following issues, and use these areas to define the parameters of its work. The Committee will also make recommendations for modifications, if any, to the Councils’ and their Standing Committees’ Terms of Reference and/or procedures as appropriate.

1. The Efficacy of the Governance Model

   a) The CRCC is to provide its assessment of the effectiveness of the UTM and UTSC Campus Council and Standing Committee structure in the context of the overall Governing Council system. To the extent possible with one year of experience upon which to base a finding, the CRCC is asked to comment on the degree to which these bodies, with responsibility for specific campus matters, have been and are understood to be effectively integrated into institutional governance.

2. Terms of Reference of the Academic Affairs Committees (AACs)

   a) In consideration of the Academic Affairs Committees’ (AACs) assigned responsibilities previously in the purview of the Erindale College Council (UTM) and the Council of UTSC, to what extent has this transition been successful? Those responsibilities include curricular matters and academic regulations, as well as responsibilities pursuant to the University of Toronto Quality Assurance Process. Since few matters considered by the AACs proceed to the Campus Councils, how might the links between the AACs and their respective Campus Councils be refined and strengthened?

   b) The AACs’ Terms of Reference also include provisions related to research, the consideration of academic plans, academic priorities for fundraising, and academic reviews. The CRCC is asked to advise on the execution of these responsibilities and the appropriate governance paths for such matters.

3. Terms of Reference of the Campus Affairs Committees (CACs)

   a) 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. Following discussions between leaders in governance and in the administration, the implementation of these provisions was deferred until 2014-15. How might the Terms of Reference provision be implemented to incorporate the appropriate hand-offs with the campus and institutional administrations, and between the administrations and governance? The CRCC is to provide advice on any clarification or adjustments to the Terms of Reference that might be necessary to define the appropriate role of this body in budget-related matters.*

* Discussions are currently underway among the Secretariat, the institutional administration, and the campus administrations, with respect to a process by which the current Terms of Reference can be honoured while also meeting the appropriate timelines for the current institutional administrative processes leading to the presentation of the University’s Operating Budget to governance.
b) In addition to their roles in the campus operating budget in 3.a) above, the CACs’ Terms of Reference include responsibilities related to consideration of establishment of Extra-Departmental Units (EDUs).† Based on one year’s experience, more specific language on this element of the Committee’s mandate may be helpful. The CRCC is also asked to review other matters brought to the CACs to advise on whether other clarifications should also be considered.‡

c) In consideration of the CACs’ roles and responsibilities, the number of teaching staff, student, and administrative staff members of the Committees was determined by reviewing the composition of the University Affairs Board (UAB) and the Planning and Budget Committee (PB). UAB includes a large proportion of students and a relatively small number of teaching staff, while the reverse is true for PB. Using the business considered by both CACs in 2013-14 as guide, and balancing this with other responsibilities listed in the Terms of Reference, does the current balance among the internal (academic; non-academic) groups appropriately reflect the responsibilities assigned to the CACs?

4. Identification, Recruitment, Election and Selection of Members

a) The Task Force on Governance³ recommended that there should be active recruitment of potential candidates, initiated and coordinated by the governance leadership, whether individuals are to be elected or appointed. It also noted that good governance should ensure that, whether elected or appointed, each estate’s recruitment process should take into account a number of elements:

- Identification or nomination of potential candidates based on identified skill preferences and experience,
- Clear information to potential candidates on University governance and expectations,
- Assessment of qualifications relative to the Governing Council’s needs,
- A well-constructed interview or similar opportunity for selectors / electors to understand the candidate and his/her qualifications more fully,
- Election or appointment, and
- Timely communication to successful candidates and feedback to those who are not successful.

These basic features of a recruitment process ensure participants’ and observers’ understanding of the processes overall, as well as of their individual components; and allow the processes to be seen to have a high level of professionalism and careful thought throughout the identification and selection processes.

† It was determined in 2013-14 that as it would normally be a faculty council decision, the Campus Councils shall approve the establishment of EDU-Cs upon the recommendation of the CACs.
‡ The Terms of Reference do not explicitly provide for the consideration and approval of “Strategic Plans” – nor do the Terms of Reference of any body of the Governing Council. As a foundational plan that would guide future capital and academic planning, the governance path taken for the 2014 UTSC Strategic Plan was CAC → CC → EX.
Incorporating these and other relevant recommendations and principles from the *Report of the Task Force on Governance*, how might the processes related to the identification, recruitment, election and selection of Campus Council and Standing Committee members be enhanced – for example, with respect to expanding and fostering the pools of interested and eligible candidates?

5. **Orientation, Awareness, and On-Going Education of Members**

   a) The CRCC is asked to provide advice on refinements to initial orientation offered to members of the UTM and UTSC Campus Councils and their Standing Committees. Such advice will inform and be integrated with the Governing Council’s ongoing efforts to enrich and strengthen orientation and education across all of its bodies.

   b) In order to continue to assist members and Assessors in fulfilling their roles and to raise awareness of the Campus Councils and their work, what advice might the Committee provide with respect to:

      - ongoing education on particular topics for members, and
      - ongoing communication with the campus communities with respect to the role and function of the Campus Councils?

**Resources**

In order to assist the Committee in its work, data and information regarding the experience of the 2013-14 year shall be provided, including, but not limited to: lists of matters considered and decisions made therefrom as well as those presented for information; summary attendance data; feedback provided by members through orientation and year-end surveys; and other relevant information.

The Governing Council Secretariat shall provide secretariat support to the Committee.

**Consultation**

The CRCC will issue a broad call for submissions to the University of Toronto community, which will include targeted communications to UTM and UTSC faculty, staff and students, the relevant bodies and student societies on the UTM and UTSC campuses, and University-wide associations and Representative Student Committees. As part of its deliberations, the CRCC Committee will also consider in-person consultations.

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5 The Representative Student Committees are the Students’ Administrative Council (operating as the University of Toronto Students Union, UTSU), the Association of Part-time Undergraduate Students (APUS), the Graduate Students’ Union (GSU), and the Scarborough Campus Students’ Union (SCSU). For the purposes of the Review, the Erindale College Student Union (operating as the University of Toronto Mississauga Students’ Union, UTMSU) is treated as if it is a Representative Student Committee.
Committee to Review the UTM and UTSC Campus Councils: Terms of Reference

Membership

The CRCC will comprise twelve members, in addition to the Chair, drawn from the Governing Council and from the UTM and UTSC Campus Councils. The proposed membership attempts to balance among the estates, the two campuses, Governors and Campus Council members. Two members shall be from each of the three internal estates having served in the 2013-14 academic year, or serving for 2014-15 year. For the purposes of this Review Committee, Alumni, Lieutenant-Governor-in-Council (LGIC) appointees to the Governing Council, and individuals from the broader community appointed to the Campus Councils are considered members of the same estate, and four members shall be drawn from this group. The Vice-President and Principal of each campus may serve, or designate a Presidential Assessor from one of the Campus Councils’ Standing Committees to serve as members of the Committee on their behalf.

The proposed membership is as follows:

- Ms Shirley Hoy (LGIC Governor, Vice-Chair of the Governing Council) – Chair
- Ms Sara Allain (Administrative Staff Member, UTSC Campus Council; Special Collections Librarian, UTSC)
- Mr. Andrew Arifuzzaman (Chief Administrative Officer, UTSC; Assessor, UTSC Campus Affairs Committee)
- Ms Melissa Berger (Administrative Staff Member, UTM Campus Council; Coordinator for Community Outreach and Experiential Education, UTM)
- Mr. Simon Gilmartin (Community Member, UTM Campus Council)
- Professor William Gough (Teaching Staff Governor; Chair, UTSC Campus Council; Vice-Dean, Graduate Education, UTSC)
- Ms Sue Graham-Nutter (Community Member, UTSC Campus Council; Chair, UTSC Campus Affairs Committee)
- Ms Nancy Lee (Alumni Governor; Member, UTSC Campus Council)
- Ms Alice Li (Undergraduate Student Member, UTM Campus Council)
- Mr. Hussain Masoom (Graduate Student Member, UTSC Campus Council)
- Ms Judith Poë (Teaching Staff Member, UTM Campus Council; Chair, UTM Academic Affairs Committee)
- Professor Deep Saini (Presidential Appointee Governor; Vice-President and Principal, UTM)
- Mr. John Switzer (Alumni Governor; Chair, UTM Campus Council)

The Secretary of the Governing Council, Mr. Louis Charpentier, will serve as Secretary of the Committee.
Appendix A

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 Erindale College 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 the each of the bodies, refer to the Terms of Reference of the UTM Campus Council and the UTSC Campus Council.
Appendix B

A Brief History of the Development of the UTM and UTSC Campus Councils and Their Standing Committees

The design of the UTM and UTSC Campus Councils and their Standing Committees arose from an iterative series of consultative steps.

1. Task Force on Governance, Phase One

As part of the University’s Towards 2030 planning exercise, a Task Force on Governance was established in 2007. During the first phase of its work, the Task Force was charged with identification of problems in order to clarify what worked well in governance and what did not. The Task Force concluded that there was no compelling reason to move away from the University’s unicameral system of governance and that representation of the five key estates (administrative staff, alumni, students, teaching staff and Lieutenant-Governor-in-Council appointees) should be preserved. A core belief articulated by the Task Force was that the essential role of governance is to provide guidance on the University’s long-term strategic directions and to provide active oversight of the University’s management and that its role is not to duplicate that of the University’s administration. Among many principles of good governance, the University’s model needed to be compatible with the University’s mission and it needed to be multi-dimensional, given the various and complex characteristics of the University. Following from this, a key outcome of the first phase was the conclusion that the University’s governance must address the complexity of decision-making and improve governance oversight of all three campuses.

2. Task Force on Governance, Phase Two

During the second phase, the Task Force focused on determining solutions to concerns identified previously, along with other enhancements to governance. Among the recommendations emerging from phase two of the Task Force on Governance, one spoke explicitly to the creation of governance bodies, as part of the Governing Council structure, related to matters specific to the UTM and UTSC campuses: The Task Force recommended “the establishment of campus affairs committees for each of the three campuses to focus on campus, staff and student life matters specific to those campuses” (Recommendation 20). The Task Force completed its Report on June 22, 2010. Following a full discussion, and addresses by representatives of two of the four Representative Student Committees, the Report was approved in principle, and an Implementation Committee was established by the Governing Council on October 28, 2010. The mandate of the Implementation Committee

**The Representative Student Committees are the Students’ Administrative Council (operating as the University of Toronto Students Union, UTSU), the Association of Part-time Undergraduate Students (APUS), the Graduate Students’ Union (GSU), and the Scarborough Campus Students’ Union (SCSU). For the purposes of the Review, the Erindale College Student Union (operating as the University of Toronto Mississauga Students’ Union, UTMSU) is treated as if it is a Representative Student Committee.**
included oversight and coordination of the implementation of a number of the Task Force’s recommendations, including the recommendation for the establishment of campus affairs committees as outlined above.8

3. Working Group on Tri-Campus Matters

The Implementation Committee formed an ad hoc Working Group on Tri-Campus Matters which was charged with exploring in detail the manner in which Recommendation 20†† could be realized. The Working Group advanced the idea that the structures and processes developed for the UTM and UTSC campuses should be expected to enhance campus-based decision-making and ensure accountability with respect to that responsibility. It also emphasized that, in future, the governance structure should also be responsive or easily adapted to changes to the institution’s administrative organization.

Independently, governance review committees were established at UTM and UTSC, which provided significant and essential input to the Working Group in the formulation of its recommendations.

Ultimately, the proposed structure included a Campus Council and three Standing Committees on each campus: an Academic Affairs Committee; a Campus Affairs Committee; and a formal agenda setting body for each Campus Council (which, with expanded membership, would also serve as a Nominating Committee), the Agenda Committee.

The Working Group consulted widely, and especially within the UTM and UTSC campus communities, with respect to the mandates and design of the governance bodies that would have responsibilities in respect of these two campuses. A summary of the consultation activities and the outcome of these are summarized in the documentation provided to members of the Governing Council on for its meeting held on June 25, 2012.9 This memorandum which also summarized the proposed Terms of Reference of the Campus Councils (revised as a result of the consultation process) included the following:

“As with any change process, implementation will highlight the need to refine and re-calibrate – and sometimes re-think – particular elements of a new model or process. Given the scope and importance of the proposed approach, the introduction of Campus Councils will merit a careful review. In this context, we would recommend that there be a review undertaken by the Governing Council after the first full year of operation.”

At this meeting, the Governing Council approved the Terms of Reference of the Campus Councils and Standing Committees, a requirement that quorum provisions be reconsidered, and the following:

†† Note: The Implementation Committee concluded that with respect to the St. George Campus, the campus-specific duties should be included in the Terms of Reference of the University Affairs Board along with the University-wide responsibilities for policy and oversight it would continue to have as recommended by the Task Force.
THAT, following the first year of operation, the Governing Council conduct a review of the new model to determine its effectiveness and any changes that might be necessary.\(^\text{10}\)

4. **Further Consultation and Changes to Membership and Quorum Provisions**

In the period between June and December, 2012, further consultation took place with respect to the quorum and membership provisions for the UTM and UTSC-related bodies. This series of consultation activities is summarized in the documentation\(^\text{9}\) provided to the Governing Council for its meeting held on December 13, 2012 as well as in the minutes for that meeting.\(^\text{11}\)

The Governing Council was addressed by representatives of several of Representative Student Committees, and a member of the teaching staff. The Governing Council considered and approved changes to quorum and membership provisions.

The Campus Councils and their Standing Committees came into effect on July 1, 2013, and each of the bodies held their first meetings in the fall of 2013.
Appendix C

Identification, Recruitment, Election and Selection of Members of the Campus Councils

With procedures consistent with the principles underlying Recommendations 5 through 10 of the Task Force on Governance, the identification, election and selection of members of the Campus Councils follows a process similar to, or adapted from, those established elsewhere in governance.

Members of the Governing Council, regardless of estate, are appointed by the Governing Council. The Chairs and Vice-Chairs of the UTM and UTSC Campus Councils are elected annually from among the Governors appointed to the respective Councils. Non-Governing Council student members are elected annually for one-year terms and may be re-elected. Non-Governing teaching staff and administrative staff members are elected for three-year terms and may also be re-elected.

Following a broad call for applications, alumni and individuals from the broader community with close relationships to UTM or UTSC are nominated or put their names forward to become members for the eight positions available on the Campus Councils, and the two positions available on the CACs. Using the principles established by the Task Force on Governance, the Nominating Committees take into account the knowledge, skills, and experience of each applicant. Efforts are made to ensure diverse representation from campus communities, the broader communities, as well as from among key stakeholder groups, so that the governance bodies may benefit from the varied views of community and alumni members. The Nominating Committees also consider involvement in, and contributions to, the campus communities; and experience in governance, especially in not-for-profit or public sector organizations.

\[\text{‡‡ Non-Governing Council members may serve for a maximum of nine consecutive years.}\]
Appendix D

The Requirement for a Review

The memorandum summarizing the proposed Terms of Reference of the Campus Councils and their Standing Committees presented to the Governing Council on June 25, 2012 included the following recommendation:

“As with any change process, implementation will highlight the need to refine and recalibrate – and sometimes re-think – particular elements of a new model or process. Given the scope and importance of the proposed approach, the introduction of Campus Councils will merit a careful review. In this context, we would recommend that there a review be undertaken by the Governing Council after the first full year of operation.”

Accordingly, the resolution approving the Terms of Reference included the following provision:

“THAT, following the first year of operation, the Governing Council conduct a review of the new model to determine its effectiveness and any changes that might be necessary.”

During the course of the first year of operation, the Secretariat has compiled a short list of issues identified by Chairs, Vice-Chairs, and members of various bodies, Assessors and other members of the Administration, as well as issues recognized within the Secretariat itself.

Matters of substance which require careful analysis and consideration are reflected in the proposed Terms of Reference for a Review Committee. These include the primary mandate of the review (i.e., determining the efficacy of the model), issues related to the Terms of Reference of the Standing Committees, and issues related to orientation and on-going education.

Other issues are simply operational and will be addressed within the Secretariat during the summer of 2014, or as soon as practical. These issues include, but are not limited to, expansion of the Calendar of Business system/database; the workflow of proposals which enter governance at UTM or UTSC with governance paths leading to the Boards, the Executive Committee, and the Governing Council; and other workflow processes.

As a review conducted by the Governing Council, the Committee is proposed to comprise Governors and members of the Campus Councils and their Standing Committees, and will be supported by the Secretariat. However, the Committee may, and it is proposed to, actively seek the advice and input of members of the University of Toronto community, including various associations, the Representative Student Committees§§ and Student Societies, and relevant members of the Administration.

§§ These are the Students’ Administrative Council (operating as the University of Toronto Students Union, UTSU), the Association of Part-time Undergraduate Students (APUS), the Graduate Students’ Union (GSU), and the Scarborough Campus Students’ Union (SCSU). For the purposes of the Review, the Erindale College Student Union (operating as the University of Toronto Mississauga Students’ Union, UTMSU) will be treated as if it is a Representative Student Committee.
It is suggested that a broad (tri-campus) call for submissions would be distributed, with targeted communications for members of the UTM and UTSC communities, including the relevant associations and student societies. It is also suggested that the Committee consider in-person consultations.

In addition, other information would be provided in order to assist the proposed Committee in its work (including, but not limited to: feedback provided by members through orientation and year-end surveys; lists of matters considered and the decisions therefor as well as those presented for information; attendance data; and other relevant information).
Appendix E

Organizational Chart of the Governing Council
Endnotes

1 http://uoft.me/GC2012Jun25
2 http://www.vpacademic.utoronto.ca/Quality_Assurance/UTQAP.htm
3 http://uoft.me/ReportTaskForce
4 http://uoft.me/utmcctor
5 http://uoft.me/utscctor
6 http://www.towards2030.utoronto.ca
7 http://www.towards2030.utoronto.ca/gov-terms_of_ref.html
8 http://uoft.me/GC2010Oct28
9 http://uoft.me/CCsProposedQuorum
10 http://uoft.me/GC2012Jun25
11 http://uoft.me/GC2012Dec13
12 http://uoft.me/CCsProposedTOR
To the Campus Council,

University of Toronto Mississauga

Your Committee reports that it held a meeting on April 28, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Dr. Joseph Leydon, Chair
Mr. Nykolaj Kuryluk, Vice-Chair
Professor Deep Saini, Vice-President & Principal
Mr. Rishi Arora
Mr. Lee Bailey
Ms Melissa Berger
Mr. Paul Donoghue, Chief Administrative Officer
Mr. Warren Edgar
Ms Elaine Goettler
Mr. Hassan Havili
Ms Donna Heslin
Professor Amy Mullin, Vice-Principal Academic and Dean
Ms Jennifer Nagel
Mr. Mark Overton, Dean of Student Affairs
Ms Judith Poë
Mr. Moe Qureshi
Ms. Soaleha Shams
Ms Amber Shoebridge
Dr. Gerhard Trippen

Regrets:
Ms Zoë Adesina
Ms Noura Afify
Mr. Arthur Birkenbergs
Mr. Jeff Collins
Professor Hugh Gunz
Ms Melissa Holmes
Ms Jess Mann
Mr. Bilal Sandeela
Professor Luisa Schwartzman
Professor Jumi Shin
Professor Anthony Wensley

In Attendance:
Ms Nausheen Adam, UTMSU
Mr. Uranzanebi Agbeyegbe, UTMSU
Mr. Dario Cervoni, Asst. Manager, Campus Police Services
Mr. Bryan Chevanaigum, UTMSU
Ms Diane Crocker, Registrar and Director Enrolment Management
Mr. Paull Goldsmith, Director, Facilities Management & Planning
Ms Genevieve Lawen, Member-Elect
Mr. Amir Moazzami, UTMSU
Mr. Raymond Noronha, UTMSU
Mr. Francesco Otello-Deluca, UTMSU
Ms Melissa Theodore, UTMSU

Secretariat:
Ms Shereen Drummond, Deputy Secretary of the Governing Council
Mr. Jim Delaney, Assistant Secretary of the Governing Council
Ms Cindy Ferencz Hammond, Director of Governance
Ms Mariam Ali, Committee Secretary
1. **Chair’s Remarks**

The Chair welcomed members to the last meeting of the Committee and reflected on the Committee’s work this past year. The Chair provided an overview of what the Committee had considered and made decisions on within the new governance structure. These included the establishment of an EDU-C: Professional Accounting Centre, two major capital projects, Service Ancillaries, the operating plans for UTM Student Services, and compulsory non-academic incidental fees for student services and for student societies. The Committee also received presentations on important topics to the university community such as the Co-Curricular Record, student mental health supports, the conceptual planning stages of the Student Services Plaza project and other future capital projects. The Chair thanked members for their contributions during the inaugural year of learning, and for continuing to show great interest and provide valuable advice on matters that fell within the terms of reference of the CAC.

2. **Campus Master Plan: Mr. Paul Donoghue, Chief Administrative Officer (for information)**

The Chair advised members that this item was presented for information and invited Mr. Paul Donoghue, Chief Administrative Officer to present an update on the Campus Master Plan. Mr. Donoghue provided an overview of the purpose of the master plan, as well as key elements and planning principles. He pointed out developments regarding drop-off transit and service areas, as well as pedestrian connections. Mr. Donoghue noted that during the development and update of the Campus Master Plan in 2011, the goal was to create balanced intensification allowing green space on campus to be protected, while accommodating enrolment growth.

3. **Capital Project: North Building Phase B**

The Chair advised members that the Committee considered project planning reports and recommended to the UTM Campus Council approval in principle of such projects as was determined by the Policy on Capital Planning and Capital Projects, in this case for capital projects at UTM exceeding $10 million (Approval Level 3). The Chair reminded members that non-financial aspects of the project planning reports were considered in open session and financial aspects including overall costs and amounts derived from various sources were considered in camera. The Chair invited Mr. Donoghue to present the item. Mr. Donoghue highlighted the importance of North Phase B as a keystone project that would anchor the North campus redevelopment as it would complete the phased demolition of the North Building, which was constructed over 40 years ago as a temporary structure. He reminded members that the western section of the building was demolished in the summer of 2012 and would open in August of 2014 as Deerfield Hall. UTM’s continued growth had been enabled by appropriate capital investments that included contributions from all levels of government, fund-raising and internal financing. Mr. Donoghue stated that UTM continued to be guided by an integrated plan, which provided for the one-time investment of continuing growth revenues in critical capital projects, which in turn accelerated progress in priority areas, especially faculty recruitment. The strategy enabled more than $70 million of capital reserves for new construction, renovation and campus infrastructure projects with minimal financing.

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1 A copy of the presentation is attached as Attachment A.
2 To view a copy of the Campus Master Plan, please go to the following link: [https://www.utm.utoronto.ca/facilities/campus-master-plan](https://www.utm.utoronto.ca/facilities/campus-master-plan)
3 A copy of the presentation is attached as Attachment B.
Mr. Donoghue explained that the existing site could accommodate a building complex of 29,000 nasm, that Deerfield Hall was 5200 nasm in size and that the proposed area for Phase B was 10,247 nasm. Approximately 4200 nasm of existing space would be demolished resulting in a net gain of approximately 6000 nasm, while it would also release 850 nasm in other buildings that would be re-allocated to Phase B. The building would allow UTM to accommodate growing social science programs, consolidate the Humanities program and house the departments of Sociology, Political Science, English, Language Studies, Historical Studies and Philosophy. There would be an installation of 31 traditional and active learning classrooms, collaborative research spaces, technology support and the Robert Gillespie Academic Skills Centre. Mr. Donoghue stated that the space program also included a large seating area or event space as a meeting place and a food outlet that would serve as a satellite of the major food service area included in Deerfield Hall. The projected occupancy date would be for September of 2017.

Professor Amy Mullin, Vice-Principal Academic and Dean noted the importance of this project to the academic future of UTM as it would allow opportunities for growth in the humanities and social sciences areas. She also commented on the active learning classes and encouraged faculty to take advantage of the prototypes that would be installed.

A member asked if the available space on campus, at 70 percent of Council of University (COU) generated space was comparable to UTSC and St. George campus. Mr. Donoghue stated that it was comparable to UTSC, however not to St. George, since the rate of growth had stalled there, with capital projects being undertaken for the purpose of replacing buildings; he noted that most enrolment growth had taken place at the east and west campuses. He also stated that in comparison to other universities in the province, UTM experienced higher and faster enrolment growth and that the North Building Phase B project would allow UTM room to grow into, whereas until now UTM had been building to catch up to past growth.

In response to a member’s question about secondary effects, Mr. Donoghue explained that the staging plan at Erindale Hall would not impact the first year guarantee or the four year international student guarantee. It could result in a maximum of 50 students not being accommodated in residence, and in response to that the department of Student Affairs would provide assistance in finding off campus housing.

In response to a member’s question, Professor Mullin clarified that student to faculty ratio was calculated based on faculty in continuing positions. Professor Saini also remarked that 57 percent of future undergraduate enrolment at U of T in the next five years would be at UTM.

The Chair allowed a non-member, Ms Nausheen Adam, Vice-President Internal Services, UTM Student Union to provide comments. Ms Adam stated that the Union was pleased that the project included increased studying space, and asked if lockers were going to be included in the new building. Mr. Donoghue responded that locker space would not be included in North Building Phase B as the addition of lockers was not identified by the Project Planning Committee as a priority during a full year of work. In response to Ms Adam, Mr. Donoghue stated that there were currently 628 lockers in the W.G. Davis building, which would decrease to 552 during the proposed reconstruction of the Davis Building. He also stated that discussions were pending with UTMSU regarding the use of the Student Centre as possible relocation for 226 of the lockers, changing to a four month locker rental period and the confirmation of actual locker count in the Student Centre.

In response to a member’s question, Mr. Donoghue stated that the building would not be geo-thermal, but would continue on the development reinvigorated during the construction of Deerfield Hall, to renovate the central utility plant as it would be the most cost efficient. In response to a follow up question, Mr.
Donoghue stated that Campus Police would remain in the Davis building, but the building would include standard security fixtures and measures.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDED

1. THAT the Report of the Project Planning Committee for North Building Phase B, dated April 23, 2014, be approved in principle; and

2. THAT the project scope of the North Building Phase B, totalling 10,247 nasm (20,494 gross square meters) to be located on the site of the existing North Building on the UTM campus, be approved in principle, expected to be funded from a combination of the following sources:
   - Provincial Capital Funding (Major Capacity Expansion Framework);
   - Capital Reserves derived from the UTM Operating Budget;
   - Capital Campaign (Donations and Matching Funds); and
   - Borrowing.

4. Annual Report: UTM Campus Police (for information)

The Chair reminded members that the Committee received annually reports on services within its areas of responsibility including campus police services. These reports were then submitted to the University Affairs Board for information. The Chair invited Mr. Donoghue to present the item. Mr. Donoghue advised members that the agreement between the University and the Peel Regional Police Services Board guided and defined much of the Campus Police relationship with the Peel Regional Police Service. He stated that the department consisted of a Manager, Assistant Manager, four Corporals and eight Constables and that all officers were sworn as Special Constables by the Peel Regional Police Services Board. The Annual Report included a statistical overview of crime occurrences and other activity for incidents over the past three years, details on training and recruitment, community policing activities and other support services. Mr. Donoghue stated that the data was divided into broad categories and from 2013 showed that there was an overall decrease of occurrences over the previous year. He also highlighted two of those categories, the first being an increase in occurrences from 9 to 15 in domestic disputes. Mr. Donoghue informed members this was seen in a positive light as it demonstrated an increased willingness to report and heightened awareness by those affected. He also noted the occurrences of fraud had increased from 13 to 34 due to improved identification and monitoring of UPass and parking pass fraud by Campus Police.

Mr. Donoghue invited Mr. Mark Overton, Dean, Student Affairs to provide the Committee with an update on another matter regarding security on campus. Mr. Overton informed members of a break-and-enter and sexual assault which occurred in a townhouse residence through an unlocked ground-floor window, when an unknown perpetrator had touched a resident on the neck, who pushed the perpetrator away and both retreated without further contact. UTM Campus Police immediately began an investigation and engaged Peel Police. The community of residence students had been sent notice and safety. The three residents of the affected townhouse were offered relocation, deferred exam support if they wished it, and campus and community counselling and safety resources. Patrols of the residences were also increased by UTM and Peel Police and UTM continued to work with residents to jointly create a safer community.
5. Annual Report: Recognized Campus Groups (for information)

The Chair reminded members that the Committee received annually reports on services within its areas of responsibility including the recognition of campus groups in which membership is voluntary. The Chair invited Mr. Mark Overton, Dean Student Affairs to provide an overview. Mr. Overton informed members that UTM student community was large and diverse, and provided a range of opportunities for student participation undertaken by campus organizations. For many students involvement in voluntary campus organizations formed a significant component of their learning while at UTM. Mr. Overton stated that the annual report was in accordance with the University’s Policy on Recognition of Campus Groups and included administrative decisions to grant, deny or withdraw recognition for groups based on the UTM campus for the reported academic year, and for those granted recognition until September 30, 2014. Mr. Overton informed members that as of April 14, 2014, the total number of applications for recognition received was 92 with one withdrawn application and no groups were denied recognition. Mr. Overton invited Ms Kate McGartland, Student Development Officer to highlight events and activities held by recognized groups, including OUT@UTM, TEDxUTM, UTM Debating Club and ECASA Sync Afrique.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 6 - Report of the Previous Meeting, be approved.


7. Business Arising from the Report of the Previous Meeting

8. Other Business

There were no items of other business.

IN CAMERA SESSION

The Committee moved in camera.

9. Capital Project: Project Planning Report for the UTM North Building - Phase B – Financial and Planning Implications and Funding Sources + (for recommendation)

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

A copy of the presentation is attached as Attachment C
THAT the recommendation regarding the University of Toronto Mississauga North Building – Phase B – Financial and Planning Implications and Funding Sources contained in the memorandum from Mr. Paul Donoghue, Chief Administrative Officer, UTM, dated April 23, 2014, be approved.

The meeting adjourned at 5:55 p.m.

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Secretary Chair
May 1, 2014