UTM CAMPUS COUNCIL MEETING
Wednesday, October 8, 2014 at 4:10 p.m.
Council Chamber, Rm 3130, William G. Davis Building

AGENDA

1. Chair’s Remarks

2. Orientation* (for information)

3. Report of the Vice-President & Principal
   a. Presentation by Undergraduate Commerce Society

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

5. Overview of the Office of the Dean: Presentation by Professor Amy Mullin, Vice-Principal Academic and Dean* (for information)

6. Current Year Campus and Institutional Operating Budget: Presentation by Mr. Paul Donoghue, Chief Administrative Officer* (for information)

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

CONSENT AGENDA **

8. Reports for Information
   a. Report 7 of the Agenda Committee (September 29, 2014)
   b. Report 7 of the Academic Affairs Committee (September 18, 2014)
   c. Report 6 of the Campus Affairs Committee (September 15, 2014)


+ Confidential documentation included for members only
* Documentation included
** Documentation for consent item included. This item will be given individual consideration by the Campus Council only if a members so requests. Members with questions or who would like a consent item to be discussed by the Campus Council are invited to notify the Committee Secretary Mariam Ali at least 24 hours in advance of the meeting by telephone at 905-569-4358 or by email at mariam.ali@utoronto.ca
10. Business Arising from the Report of the Previous Meeting

11. Date of the Next Meeting – December 8, 2014 at 4:10 p.m.

12. Question Period

13. Other Business
AGENDA

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

2. Mandate, Terms of Reference and Conducting Business
   - Key elements of the Terms of Reference
   - Organizational chart of the Governing Council
   - Expectations of Committee Members
   - Agendas
   - Role of the Secretariat
   - Role of the Administration and Assessors

3. Overview of the Campus [Professor Deep Saini, Vice-President & Principal]
University of Toronto Mississauga
Campus Council
Orientation

October 8, 2014
What are the Terms of Reference of the Campus Council?

• On behalf of the Governing Council has governance oversight of campus specific matters

• Concerned with matters affecting the Campus’ objectives and priorities, development of long-term and short-term plans and the effective use of resources in the course of these pursuits
What is the Committee’s Role in Relation to Other Governing Bodies?

• Final body of consideration at campus level with GC Executive Committee confirmation

• Recommends certain items to Academic Board and the Governing Council
Role of Governance and Administration

• Administration manages the University, issues reports and proposals.

• Governance is the receiver of proposals and reports from the administration.

• Primary Functions of Governance – Oversight, Advice, Approval (or rejection)

• Together the functions of governance and administration are sustaining and advancing the University’s purpose, strength and well-being.
Who are the CC Members?

- 28 members
  - 2 administrative staff
  - 11 community members
  - 6 teaching staff
  - 4 students
  - 5 *ex officio* members
Who are the Assessors?

- **Campus Council:** Vice-President and Principal, Deep Saini

- **Voting Assessors of AAC**
  - Vice-Principal Academic & Dean, Amy Mullin
  - Vice-Principal Research, Bryan Stewart

- **Voting Assessors of CAC**
  - CAO, Paul Donoghue
  - Dean of Student Affairs, Mark Overton
  - Vice-Principal Academic & Dean, Amy Mullin
What is the Role of the Assessors?

• Bring forward proposals from the administration for consideration to CAC & AAC

• Provide reports for information

• Introduce items before discussion and vote

• Roles of the assessors reflect terms of reference
What are the Responsibilities of CC Members?

- Reflect the perspectives of their estate, as appropriate
- Members act in the best interests of the institution as a whole
- Refer to “Expectations and Attributes of Governors & Key Principles of Ethical Conduct” in the quick reference guide
Members: Tips for Effective Participation

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

• 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
Calendar of Business: What business will be brought to CC this year?

- Developed annually for all Governing Council bodies

- 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
How is the Agenda Set?

• Agenda Committee consists of the Chair, Vice-Chair, the Chairs of the AAC and CAC, the VP&P and one member from each estate

• Items normally recommended by one of its Standing Committees

• Agenda planning is the “hand-off” from the administration to governance
How Does One Access Meeting Documents?

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](http://uoft.me/DBBInstructions)
- User Name: “firstname lastname” and the temporary Password is “July2014”.
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

Unit Process → QSS → UTM Campus Affairs Committee → UTM Campus Council → Executive Committee (confirmation)

For Information

University Affairs Board

Ancillary Budgets

Unit Process → UTM Campus Affairs Committee → UTM Campus Council → Executive Committee (confirmation)

For Information

University Affairs Board
Budget

Campus Admin Process → UTM Campus Affairs Committee → UTM Campus Council → Provost’s Budget Review Process → Planning & Budget Committee → Business Board → Governing Council

Allocation of Funds For Information

UTM Campus Affairs Committee & Campus Council

Budget Principles, Goals Priority of Focus
How is all of this accomplished?  
The Secretariat

- Facilitate governance process with neutrality
- Act as expert resource to members and administration
- Ensure that documentation and Cover Sheets are complete
- Maintain the Calendar of Business
- Support the Chair and the Committee
  - UTM Director of Governance – Cindy Ferencz-Hammond
  - UTM Committee Secretary – Mariam Ali
Member Resources

- [http://uoft.me/OrientationResources](http://uoft.me/OrientationResources)

- Quick access to frequently used member resources (membership lists, assessors, Calendar of Business, schedules, TOR, governance portal, principles of good governance)
Questions?
UNIVERSITY OF TORONTO MISSISSAUGA

Campus Snapshot

Campus Council Meeting
October 8, 2014
STUDENTS FROM MORE THAN 125 COUNTRIES
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*DATA UPDATED SEPT 9, 2014*
PERCENTAGE OF INTERNATIONAL IN TOTAL NEW INTAKE 2006-2014

*DATA UPDATED SEPT 9, 2014

0.0% 5.0% 10.0% 15.0% 20.0% 25.0%

20069 20079 20089 20099 20109 20119 20129 20139 20149*

9.0% 8.5% 11.4% 12.9% 15.1% 15.2% 19.0% 20.2% 21.1%
15 DISTINCT ACADEMIC DEPARTMENTS
INSTITUTE OF COMMUNICATION, CULTURE AND INFORMATION TECHNOLOGY
INSTITUTE FOR MANAGEMENT AND INNOVATION
MISSISSAUGA ACADEMY OF MEDICINE

OFFERING 145 PROGRAMS AND 88 AREAS OF STUDY

NEARLY 14000 STUDENTS (UNDERGRADUATE + GRADUATE) (TOP 1/3RD OF CANADIAN UNIVERSITIES
OVER 2000 FULL-TIME & PART-TIME EMPLOYEES, INCLUDING 857 FACULTY & STAFF
OVER 47000 ALUMNI

U OF TORONTO IS RANKED FIRST IN CANADA FOR ITS RESEARCH - UTM IS A VITAL PART OF THAT SUCCESS

225 ACRES; NEARLY 2.5 MILLION GROSS SQUARE FEET OF BUILT SPACE
21 ACADEMIC AND ADMINISTRATIVE BUILDINGS PLUS 9 RESIDENCE COMPLEXES

TOTAL REVENUE $224M
NET OPERATING BUDGET: $168M (+$35M IN ANCILLARIES & STUDENT SERVICES)
Senior Administration

Vice-President & Principal

- Vice-Principal Academic & Dean
- Vice-Principal Research
- Vice-Principal Special Initiatives
- Chief Administrative Officer
- Dean of Student Affairs
- Registrar and Director of Enrolment Management
- Chief Librarian
- Executive Director, Office of Advancement
ADMINISTRATIVE ASSESSORS SUMMARY OF RESPONSIBILITIES AND HIGHLIGHTS FOR 2014-15

Prof. Deep Saini, Vice-President & Principal, Voting Assessor, Campus Council

The Vice-President and Principal (VP&P) is the chief executive officer of the University of Toronto Mississauga, whose role is to provide overall leadership, particularly in the areas of academic and campus planning, student, faculty and staff affairs, budgeting and fiscal management, internal and external relations, and fundraising. The role of VP&P is integrative in nature, crossing and bringing together various portfolios to advance the mission of the University of Toronto Mississauga specifically, and the success of the University of Toronto generally. The VP&P reports to the President of the University of Toronto on matters of overall campus management and external relations, and to the Vice-President and Provost on academic matters. The VP&P is also a member of the University's senior executive team, and as such participates with the President and other Vice-Presidents in the overall administration of the University of Toronto.

The VP&P leads the senior administration team – “the Principal’s Table” – at the University of Toronto Mississauga. The team includes the Vice-Principal Academic & Dean, Vice-Principal Research, Vice-Principal Special Initiatives, Chief Administrative Officer, Dean of Student Affairs, Executive Director of Advancement, Registrar & Director of Enrolment Management, Director of Marketing & Communications, and Chief Librarian. In addition, the Equity & Diversity Office for the campus also reports to the VP&P.

Prof. Amy Mullin, Vice-Principal, Academic and Dean (VPA), Non-Voting Assessor, Campus Council

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), Non-Voting Assessor, Campus Council

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.
## Consolidated Calendar of Business

### Campus: UTM

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<th>Portfolio</th>
<th>Annual</th>
<th>Campus Affairs</th>
<th>Academic Affairs</th>
<th>Agenda Committee</th>
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## Consolidated Calendar of Business

### UTM Campus Council - Calendar of Business, 2014-15

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### Consolidated Calendar of Business

#### Campus: UTM

<table>
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<tr>
<th>Item</th>
<th>Portfolio</th>
<th>Annual</th>
<th>Campus Affairs</th>
<th>Academic Affairs</th>
<th>Agenda Committee</th>
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<th>Academic Board</th>
<th>Business Board</th>
<th>University Affairs Board</th>
<th>Executive Committee</th>
<th>Governing Council</th>
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<td>Nominating Committee (additional members to Agenda Committee)</td>
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<td>Presentation: Admissions &amp; Enrolment Report</td>
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October 1, 2014
**Governing Council, University of Toronto**

**Consolidated Calendar of Business**

**Campus: UTM**

<table>
<thead>
<tr>
<th>Item</th>
<th>Portfolio</th>
<th>Action</th>
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<td>CYCLE 06A</td>
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<td>Apointments - 2015-16 UTM CC and Standing Committee Community Members</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>
<td>VPADUTM</td>
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<td>Presentation: The University's Operating Budget and UTM's Operating Budget Envelope</td>
<td>VPUO</td>
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<td>Strategic Topic CC: International Academic Opportunities</td>
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October 1, 2014
## UTM Campus Council - Calendar of Business, 2014-15

### Consolidated Calendar of Business

#### Campus: UTM

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<th>Item</th>
<th>Portfolio</th>
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<td>Annual Reports: Academic Appeals</td>
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<td>Annual Reports: Campus Police</td>
<td>CAOUTM</td>
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<td>Annual Reports: Committee on Standing</td>
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<td>FI -</td>
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<tr>
<td>Annual Reports: Equity and Diversity</td>
<td>DSAUTM</td>
<td>FI -</td>
</tr>
<tr>
<td>Annual Reports: Library</td>
<td>VPADUTM</td>
<td>FI -</td>
</tr>
<tr>
<td>Annual Reports: Recognized Campus Groups</td>
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<td>Appointments - 2015-16 UTM CC and Standing Committee membership</td>
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<td>Strategic Topic CAC: UTM Peer Opportunities</td>
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<tr>
<td>Strategic Topic CC: Fundraising Priorities</td>
<td>VPADUTM</td>
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Campus Council
October 8, 2014

Prof. Amy Mullin, VP Academic & Dean

Office of the Dean:
Responsibilities & Academic Planning
Office of the Dean

- VP Academic and Dean Prof. Amy Mullin – Philosophy
- Vice Dean Undergraduate Prof. Kelly Hannah-Moffat - Sociology
- Vice Dean Graduate – Prof. Robert Reisz – Biology
- Assistant Dean – Ms. Lynn Snowden
Academic Plan Goal:
Improving faculty: student ratio

- Hiring new faculty
- Ratio of faculty: students
- Length of Searches
- Central support
2013-14 Faculty Hires

- Across disciplines
- Types of hires
- Academic Areas
Faculty hires by the numbers

- 25 confirmed new hires
- 10 searches unsuccessful or postponed
- 11 of the 35 searches were to replace faculty (retirements or resignations)
Academic Plan Goal: Increase investment in research infrastructure

- Significant investments in research infrastructure:
  - research laboratories
  - start up funds
Academic Plan Goal: coordinated approach and increased support for pedagogical innovation and instructional technology

- Active Learning Classrooms (ALC’s)
- Director of Teaching and Learning Andrew Peterson
- Robert Gillespie Academic Skills Centre (RGASC)
- CTSI and HMALC, Course Design Institute
- Events for sharing pedagogical experiences and best practices
- Analysis of instructors’ performance in the classroom
Academic Plan Goal: Expand programming to support student transition to university and skills development

• Robert Gillespie Academic Skills Centre: (RGASC)
  - HeadStart
  - Facilitated Study Group (FSG) program
  - RGASC workshops and individual appointments
Writing Skills Support

- Funding for Writing initiatives
- RGASC individual appointments for students
- New full-time faculty member for English Language Learning
- Increased funding for more RGASC instructors – individual consultations
Academic Plan Goal: Programming to support student transition to university studies

- First Year Student Transition – utmONE
- Non-credit utmONE Connect
- **Additional Offerings:**
  - Peer counselling (ConnectNOW)
  - For credit courses
  - New utmONE Scholars Seminars
  - Program for Accessing Research Training (PART)
International Student Support

- ACE @ UTM (Academic Culture and English)
- RGASC
- utmONE (connect ONE)
- International Student Centre
- Global Connect
- Student Life supports
- Residence Life supports
- Office of the Registrar Advising Supports
Academic Plan Goal: Interdisciplinary sector-specific business education

- Institute for Management and Innovation (IMI)
- Professional Masters programs and IMI
- Master of Science in Sustainability Management (MScSM)
- IMI and Undergraduate Programs
Academic Goal: Increase research intensive and experiential learning opportunities. More support for our community outreach activities.

- Community Outreach Coordinator
- Experiential Learning
- Collaborating with:
  - Alumni Affairs
  - Career Centre
  - Departments
  - Library
Experiential Learning – Learning by Doing

- Experiential learning Courses
- Extent and Range of opportunities
- Internships in Professional Masters Programs
- Largest number of Research Opportunity Programs (ROPs) to date
Academic Goal: Better spaces and increased services for learning and research

- Space allocation for academic purposes
- Investments in classrooms and study space: ALCs
- Planning for phase 2 of the North Building
- Identifying academic needs and priorities: incorporation into capital plans
Other Decanal Responsibilities

- Timetables and Course offerings
- Dean’s Excellence Awards (for faculty)
- Student academic societies
- Excellence awards for undergraduate academic performance and research
- Supporting students at risk
- Student code of conduct
Academic Human Resources

- Beyond complement planning and hiring
- Third year reviews, tenures, promotions and grievances
- Collective agreements and policies regarding faculty, sessionals, TAs, postdocs, research associates
Academic Integrity

- Handle all cases that involve assignments worth more than 10% or in which the student does not admit guilt
- Dean’s designates
- Academic Tribunal
- Prevention Measures and Education
Tri-campus Relations

• Participation in Tri-campus committees and Governance
• Examples
Support for Curricular Change and External Reviews

- Program and Curriculum Officer
- Extra Departmental Units (EDUs)
- External reviews in 2014-15
- Research Analysis in support of external reviews, curricular renewal and resource allocation
Chair and Director searches

- Searches for new unit leaders
- Six new departmental chairs in 2013
- Six searches in 2014-15
- Department leaders and the faculty and staff within departments are the most important source of innovations and ideas to improve our students’ academic experience
OFFICE OF THE CAMPUS COUNCIL
FOR INFORMATION PUBLIC OPEN SESSION

TO: Campus Council

SPONSOR: Louis Charpentier, Secretary of the Governing Council
CONTACT INFO: 416-978-2118, l.charpentier@utoronto.ca

PRESENTER: See above.
CONTACT INFO: See above.

DATE: October 1, 2014 for October 8, 2014

AGENDA ITEM: 6

ITEM IDENTIFICATION:
Consideration of Budget Matters by UTM and UTSC Campus Councils and Campus Affairs Committees

JURISDICTIONAL INFORMATION:

Section 2(14) (e) of the University of Toronto Act empowers the Governing Council to “appoint committees and delegate thereto power and authority to act for the Governing Council with respect to matters, provided that where power and authority to act for the Governing Council are delegated, a majority of the members of the committee shall be members of the Governing Council.” Section 2(14) (na) permits delegation of authority to act for the Governing Council to committees that lack a majority of members from the Governing Council in certain purely academic areas: examinations, student academic awards, admission standards, curriculum and academic requirements.

The Governing Council has established Boards and Committees and assigned responsibilities among those bodies through their terms of reference. The Governing Council has periodically approved changes in Board and Committee terms of reference to respond to changing circumstances and expectations of governance.

GOVERNANCE PATH:

1. Governing Council [For information] (September 11, 2014)
2. UTM Campus Affairs Committee [For information] (September 15, 2014)
3. UTM Campus Council [For information] (October 8, 2014)
PREVIOUS ACTION TAKEN:

At its meeting on June 25, 2012 the Governing Council approved the Terms of Reference for the University of Toronto Mississauga and University of Toronto Scarborough Campus Councils and Standing Committees, to be effective July 1, 2013. At its meeting on December 13, 2012 the Governing Council made revisions with regard to the quorum provisions for meetings and to the membership of the Campus Councils and their Standing Committees.

HIGHLIGHTS:

Section 5.7 of Campus Affairs Committees’ Terms of Reference provides that the “annual budget is considered by the Committee for recommendation to the [UTM/UTSC] Council for inclusion in the University’s annual operating budget.” Appendix A of the Terms notes that this responsibility is executed as part of the campus’ budget planning process. The Terms were not intended to assign approval responsibility and the process outlined below is a step toward clarifying the most apt role for the bodies and the manner in which the provision might be fulfilled.

During the inaugural year of the Campus Councils, it was agreed that the relevant members of governance leadership and the senior administration, along with the Secretariat, would work together to clarify the purpose and scope of this provision. Given the complexity of the University’s budget, a number of key questions related to specific elements of the budget development process and the budget itself needed to be examined carefully to ensure that the respective roles of governance and the administration are understood and respected.

When the Terms of Reference for the Committee to Review the UTM and UTSC Campus Councils (CRCC) were approved, we indicated that discussions were underway among the Secretariat, the institutional administration, and the campus administrations, with respect to a process by which the current Terms of Reference could 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. We also hoped that an approach could be defined and put into place for the current governance year in advance of concluding the review. The detailed description below represents an approach that emerged from consultations over the summer with the Provost, the Vice-President, University Operations, the Executive Director, Planning and Budget, the Vice-Presidents and Principals, UTM and UTSC and the Chief Administrative Officers of UTM and UTSC. The Chairs of the Campus Councils and Campus Affairs Committee have also agreed with the process and its implementation in the current year.

The attached “process map” summarizes the approach discussed and delineates four components:

1. an integrated budget presentation to the CCs and CACs,
2. an overview of the proposed campus operating budgets,
3. the Provost’s budget review meetings and
4. governance consideration of the University’s operating budget.
(1) Integrated Budget Presentation

At the first meetings of the CACs in September – as an essential part of orientation and education – the Vice-President, University Operations and UTM and UTSC Chief Administrative Officers will provide integrated budget presentations based on current-year campus and institutional operating budgets. Members of the CCs will be invited to attend these sessions. At the CC meetings in the same governance cycle, the CAOs will make similar presentations.

(2) Overview of Proposed Campus Operating Budget

At the second meetings of the CACs and CCs (November and December, respectively), the Campus Administrations would provide general high-level overviews of the proposed campus operating budgets. The CACs and CCs would be asked to consider for information and advice the overall goals for the budget with reference to the campuses’ Academic Plans and other relevant planning documents. The presentations would explore the principles on which decisions are made and the proposed uses of the resources available to the campus. They would articulate, for example, aspirations, goals, themes and areas of priority focus and key trends that affect decision-making. Discussions at the CACs and CCs would inform the campuses’ annual budget discussions with the Provost and integration of campus budget plans into the University’s budget.

(3) Provost’s Budget Review Meetings

From October to December, the Provost convenes Academic Budget Review Meetings with each campus Principal and each Dean to consider their budget submissions. Divisions submit integrated budget plans which include multi-year enrolment, revenue, expense, faculty hiring and capital plans. Divisions work intensely over several months to prepare for their Academic Budget Review Meetings. Decisions arising from this process related to enrolment, the University Fund, and proposed Divisional/Campus budget envelopes from the University’s Operating Budget. Following review and discussion by the President and the Vice-Presidents as a group, the University’s Operating Budget is presented to Principals and Deans before proceeding to governance.

(4) University’s Operating Budget

The University’s Operating Budget – incorporating the UTM and UTSC campuses’ operating budget envelopes – enters governance at the Planning and Budget Committee and moves through the Academic and Business Boards prior to approval by the Governing Council. During this period, the Vice-President, University Operations will make presentations for information at the CACs and CCs at their meetings in March and April, respectively. In addition to the comprehensive material provided to the bodies mentioned above, the presentations will include information on campus-specific allocations.

The steps described in the foregoing have been developed with the intent of respecting the provisions of the CACs’ and CCs’ Terms of Reference and the legitimate and respective roles of
governance and the administration. Following consideration by Governing Council at its meeting preceding the Orientation on September 11th, the proposed process could begin at the first meetings of the Campus Affairs Committees the following week.

FINANCIAL IMPLICATIONS:

n/a

RECOMMENDATION:

For information.

DOCUMENTATION PROVIDED:

Process Map: Consideration of Budget Matters by UTM and UTSC Campus Councils and Campus Affairs Committees
Process Map: Consideration of Budget Matters by UTM and UTSC Campus Councils and Campus Affairs Committees

Integrated Budget Presentation

VPUO and Campus CAO provide integrated budget presentations to members of UTM and UTSC governance bodies based on current year Campus and Institutional Operating Budget.

Overview of Proposed Campus Operating Budget

Campus Administration presents general high level overview of proposed Campus Operating Budget. CAC and CC are asked to consider for information and advice the overall goals for the budget with reference to Academic Plan and other relevant planning documents. The presentation would address, for example, themes, priorities, aspirations, goals; areas of focus and trends.

Budget Review Meetings

Provost convenes Academic Budget Review Meetings and makes decisions on Enrolment, University Fund, and Proposed Divisional/Campus Budget Envelopes.

TVP Reviews Draft Budget

Governance Consideration of Institutional Operating Budget

Institutional Operating Budget enters and moves through governance.

Campus Operating Budget (within Campus Budget Envelope) enters and moves through governance.

Institutional and Campus Administrations:

Information Session as part of CAC meeting in Cycle 2

UTM:
CAC – September 15 (VPUO and CAO)
CC – October 8 (CAO Alone)

UTSC:
CAC – September 16 (VPUO and CAO)
CC – October 9 (CAO Alone)

Campus Administration:

CAC → CC
Cycle 3

UTM:
CAC – November 10
CC – December 8

UTSC:
CAC – November 11
CC – December 9

Institutional Administration:

Late October to Mid-February

Institutional Administration:

Institutional Operating Budget (for approval):
PB → BB → AB → EX → GC
Cycle 4 (GC – April 1)

Campus Administration:

Campus Operating Budget (allocation of funds presented for information):
CAC → CC
Cycle 6A

UTM:
CAC – March 23
CC – April 22

UTSC:
CAC – March 25
CC – April 21
Current Year Campus and Institutional Operating Budget

UTM Campus Council
October 8, 2014
UofT Budget Context

Provincial deficit ~$12 billion
Low interest rates
Declining Canadian dollar
Declining public investment
Tuition framework
Differentiation
Internationalization
The 4 Funds

- Operating Fund
- Capital Fund
- Restricted Fund
- Ancillary Operations
2014-15: a Balanced Budget
Revenue $2.0 billion

For-Credit Tuition Fees 46%

Operating Grants 32%

Anc. & Cont./Exec. Ed. Fees 9%

Other 13%

Sales, Services & Sundry Income 4%
Endowments 3%
Indirect Costs of Research 2%
CRC 2%
Investment Income 2%
Provincial Operating Grant as a Share of Total Operating Revenue
Revenue Growth at UTM

- UTM Gross Revenue $
- UTM Gross Revenue %
- UofT Gross Revenue %
2014-15
Expenditure $2.0 billion
### Structural Budget Challenge at Steady State

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<th>Share of Total Revenue / Expense</th>
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<td>Operating Grants</td>
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<td>Tuition Fees (Domestic)</td>
<td>27.9%</td>
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<tr>
<td>Other Revenue &amp; Recoveries</td>
<td>21.7%</td>
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<td>Tuition Fees (International)</td>
<td>14.3%</td>
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<td>Weighted Avg Rev Increase</td>
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<td>Compensation</td>
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<td>Student Aid</td>
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<td>Weighted Avg Exp Increase</td>
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<td>STRUCTURAL DEFICIT</td>
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Net Revenue to Academic Divisions

Gross Revenue

University Fund
University Wide Expenses
Student Aid

Net Revenue to Academic Divisions
University Fund

• Created by a 10% deduction from gross revenues, excluding segregated funds

• Intended to strengthen quality and provide stability, consistent with academic priorities

• Allocations based on academic plans and institutional priorities; not tied to revenues and costs
In 2012-13 graduate students also received $147M in external funding and employment income.
What do students pay?  2012-13
The OSAP Population by Program Area and %

- Tuition funded by UofT/OSAP grant/OTG
- Tuition paid by student

<table>
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<th>Program Area</th>
<th>Tuition Funded</th>
<th>Tuition Paid</th>
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<tr>
<td>Engineering</td>
<td>63%</td>
<td>37%</td>
<td>$12,592</td>
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<tr>
<td>Arts &amp; Science St G</td>
<td>58%</td>
<td>42%</td>
<td>$6,772</td>
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<tr>
<td>UTSC</td>
<td>54%</td>
<td>46%</td>
<td>$6,319</td>
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<tr>
<td>UTM</td>
<td>51%</td>
<td>49%</td>
<td>$6,320</td>
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<tr>
<td>Avg Direct Entry</td>
<td>57%</td>
<td>43%</td>
<td>$7,671</td>
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<tr>
<td>Avg Undergrad</td>
<td>52%</td>
<td>48%</td>
<td>$8,718</td>
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0%  20%  40%  60%  80%  100%
University Wide Costs by Bin
2013-14 to 2014-15

(excluding Federated Block Grant)

- Occupancy: 106.4 (1.7)
- Library: 77.5 (3.6)
- Pension (Acad): 68.7 (4.0)
- Students: 27.7 (2.3)
- Info Tech: 27.6 (0.0)
- Advancement: 24.0 (0.9)
- Human Res.: 19.1 (-0.4)
- Research: 13.7 (2.5)
- Other: 87.8 (4.3)

OTHER includes legal, audit, debt service, academic funds, governing council, university mgmt., finance

2013-14 Cost Bin Total
2014-15 Increment
Academic Division Priorities 2014-15

- UTSC & UTM: expansion in positions, space, services
- Capital projects: Law, Engineering, Architecture
- Tenure and teaching stream hiring
- Curriculum changes
- Online course delivery
- Experiential learning
Academic Budget Review

- Principal
- Manager, Academic Planning & Analysis
- Provost
- Vice-President University Operations
- Divisional Financial Officer
- Dean
- Assistant Provost
- Executive Director, P&B
- CAO

UTM Campus Council - Current Year Campus and Institutional Operating Budget: Presentation by Mr. Paul Donoghue, Chief Administrative Officer
University Fund Allocations
2014-15 $10.5M

• $4.0M OTO capital matching for UTM and UTSC
• $3.3M tri-campus A&S tuition framework relief
• $1.0M expansion of UCDF
• $0.8M matching funds for Music student levy
• $0.6M for ongoing grad expansion success in APSE
• $0.25M for program expansion in Dentistry
• $0.55M net adjustments to prior year
2014-15 CAMPUS BUDGET
## UTM 2014-15 Budget (in $ millions)

<table>
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<td>Tuition and Grant revenue</td>
<td>$218.7</td>
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<tr>
<td>Investment and other income</td>
<td>6.0</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$224.7</td>
</tr>
<tr>
<td>University Fund Contribution (10%)</td>
<td>(22.4)</td>
</tr>
<tr>
<td>Other attributed revenue (net)</td>
<td>1.8</td>
</tr>
<tr>
<td>University-wide costs</td>
<td>(33.0)</td>
</tr>
<tr>
<td>Student Aid</td>
<td>(9.8)</td>
</tr>
<tr>
<td>University Fund Allocation</td>
<td>6.5</td>
</tr>
<tr>
<td>Other adjustments</td>
<td>0.1</td>
</tr>
<tr>
<td>“Net revenue” to UTM</td>
<td>$167.9</td>
</tr>
</tbody>
</table>
### 2014-15 University-Wide Costs for UTM

<table>
<thead>
<tr>
<th>Category</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student-related UWC</td>
<td>$20.4M</td>
</tr>
<tr>
<td>Faculty-related UWC (incl. Pension)</td>
<td>$10.6M</td>
</tr>
<tr>
<td>Research-related UWC</td>
<td>$1.5M</td>
</tr>
<tr>
<td>Other UWC</td>
<td>$0.5M</td>
</tr>
<tr>
<td><strong>Total University-Wide Costs</strong></td>
<td><strong>$33.0M</strong></td>
</tr>
</tbody>
</table>
UTM Must Also Fund Costs as a Campus

<table>
<thead>
<tr>
<th>Campus Cost</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy</td>
<td>$ 16.1M</td>
</tr>
<tr>
<td>Library</td>
<td>5.8M</td>
</tr>
<tr>
<td>Student Life</td>
<td>1.8M</td>
</tr>
<tr>
<td>Admin, Finance and HR</td>
<td>1.9M</td>
</tr>
<tr>
<td>Information Technology</td>
<td>0.5M</td>
</tr>
<tr>
<td>Total</td>
<td>$ 26.1M</td>
</tr>
</tbody>
</table>
## UTM 2014-15 Budget (in $ millions)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Net revenue&quot; to UTM</td>
<td>$167.9</td>
</tr>
<tr>
<td>Divisional revenue &amp; recoveries</td>
<td>29.2</td>
</tr>
<tr>
<td>Compensation (excluding self-funded student services)</td>
<td>(119.4)</td>
</tr>
<tr>
<td>Mortgages</td>
<td>(4.0)</td>
</tr>
<tr>
<td>UTM deficit repayment</td>
<td>(3.0)</td>
</tr>
<tr>
<td>Utilities</td>
<td>(5.7)</td>
</tr>
<tr>
<td>Self-funded student services (including compensation)</td>
<td>(16.4)</td>
</tr>
<tr>
<td>Renovations and capital projects</td>
<td>(19.1)</td>
</tr>
<tr>
<td>Library acquisitions</td>
<td>(1.5)</td>
</tr>
<tr>
<td>New faculty start-up funding</td>
<td>(2.9)</td>
</tr>
<tr>
<td>Deferred maintenance</td>
<td>(1.0)</td>
</tr>
<tr>
<td>Other supplies and services</td>
<td>(24.1)</td>
</tr>
<tr>
<td>Net result</td>
<td>-</td>
</tr>
</tbody>
</table>
2014-15 Major Expense Categories
Total $197.1M

- Compensation 60.6%
- Mortgages 2.0%
- UTM Deficit 1.5%
- Utilities 2.9%
- Student Services Self-Funded 8.3%
- Self-Funded 8.3%
- Renovations Capital Plan 9.7%
- Renovations 9.7%
- New Faculty Start Up 1.5%
- Library Acquisitions 0.8%
- Other Supplies & Services 12.2%
- Deferred Mtce 0.5%
- New Faculty Start Up 1.5%
- Library Acquisitions 0.8%
**Capital Debt Carried on Operating**

($47.3 + $17.0)

<table>
<thead>
<tr>
<th>Existing Debt:</th>
<th>(original principal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation, Athletics and Wellness Centre</td>
<td>$16.0</td>
</tr>
<tr>
<td>Davis - Phase 1</td>
<td>5.8</td>
</tr>
<tr>
<td>Sidney Smith Patio</td>
<td>3.1</td>
</tr>
<tr>
<td>Alumni Gates</td>
<td>1.2</td>
</tr>
<tr>
<td>Chiller</td>
<td>1.4</td>
</tr>
<tr>
<td>Library - long term</td>
<td>1.1</td>
</tr>
<tr>
<td>Alumni House</td>
<td>1.0</td>
</tr>
<tr>
<td>Terrence Donnelly Health Science Complex</td>
<td>8.2</td>
</tr>
<tr>
<td>UTM CCIT Building</td>
<td>2.5</td>
</tr>
<tr>
<td>UTM Wellness Centre Match</td>
<td>7.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$47.3</strong></td>
</tr>
<tr>
<td>(Balance at April 30, 2014 = $36.6)</td>
<td></td>
</tr>
</tbody>
</table>

**Approved Debt:**

| Deerfield Hall (Fall, 2014)                         | $17.0                 |
Total Head Count (International & Domestic)
2004-2014

*DATA UPDATED SEPTEMBER 9, 2014*
2013-14 UTM Graduate Enrolment

<table>
<thead>
<tr>
<th>Degree Type</th>
<th>2013-14 FTE</th>
<th>Projected 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Masters</td>
<td>309</td>
<td>394</td>
</tr>
<tr>
<td>DS Masters *</td>
<td>158</td>
<td>n/a</td>
</tr>
<tr>
<td>PhD *</td>
<td>63</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>530</strong></td>
<td></td>
</tr>
</tbody>
</table>

* As per self-declared code in student system
### Longer Range View of Undergraduate Tri-Campus Enrolment

<table>
<thead>
<tr>
<th>FTE</th>
<th>2013 Actual</th>
<th>2018 Plan</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTM Undergrad</td>
<td>10,642</td>
<td>12,895</td>
<td>2,253</td>
</tr>
<tr>
<td>UTSC Undergrad</td>
<td>9,680</td>
<td>11,539</td>
<td>1,859</td>
</tr>
<tr>
<td>St G Undergrad</td>
<td>37,205</td>
<td>36,979</td>
<td>(226)</td>
</tr>
<tr>
<td>Total UG</td>
<td>57,527</td>
<td>61,413</td>
<td>3,886</td>
</tr>
</tbody>
</table>
Enrolment growth

Steady state

UTM

New space

Faculty and staff hiring
In Summary

- Declining provincial support
- Campus expansion
- Differentiation/graduate
- International enrolment risk
- Structural budget challenge
- Decisions matter
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.”

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.
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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3 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.
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.
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.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 documentation⁹ provided to the Governing Council for its meeting held on December 13, 2012 as well as in the minutes for that meeting.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-Governor 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.

†† 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: Governing Council  
Academic Board  
Business Board  
University Affairs Board  
Campus Councils and Standing Committees  
 Principals, Deans, Academic Directors and Chairs  
Professionals, Managers and Confidential Staff  
President of UTFA  
Presidents of Employee Unions  
Presidents of APUS, GSU, SCBU, UTMSU, and UTSU  
Faculty, Students and Staff of the University of Toronto Mississauga (UTM)  
Faculty, Students and Staff of the University of Toronto Scarborough (UTSC)

From: Shirley Hoy, Vice-Chair of the Governing Council  
Chair of the Committee to Review the UTM and UTSC Campus Councils

Date: September 19, 2014

CC: The Bulletin

Re: Committee to Review the UTM and UTSC Campus Councils (CRCC)  
Call For Submissions

The Terms of Reference for the UTM and UTSC Campus Councils and their Standing Committees, approved by the University of Toronto’s Governing Council in June 2012, mandates 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.”

At its meeting on June 25, 2014, the Governing Council established the Committee to Review the UTM and UTSC Campus Councils (CRCC) to fulfill the resolution’s requirement. The CRCC 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.

Specifically, 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. The CRCC’s Terms of Reference can be found at the following link: http://uoft.me/CRCC. Additional documentation regarding University of Toronto governance structures can be found on the website of the Office of the Governing Council: http://www.governingcouncil.utoronto.ca/.
The CRCC seeks input from the University of Toronto community to help inform its deliberations and its recommendations to the Governing Council. Members of the University of Toronto community are invited to provide their feedback and comments to the CRCC by October 10, 2014 through the following website: https://www.surveymonkey.com/s/2CM78ZN.

Your contribution to the review process is appreciated.

1 http://uoft.me/GC2012Jun25
UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 7 OF THE AGENDA COMMITTEE
SEPTEMBER 29, 2014

To the Agenda Committee,
University of Toronto Mississauga

Your Committee reports that it held a meeting on September 29, 2014 at 4:10 p.m. in Room 3214, Conference room, William G. Davis Building, at which the following were present:

Mr. John Switzer, Chair
Professor Hugh Gunz
Professor Deep Saini, Vice-President & Principal
Mr. Lee Bailey
Ms Megan Jamieson
Dr. Joseph Leydon
Mr. Leonard Lyn
Ms Judith Poë

Secretariat:
Ms. Cindy Ferencz Hammond, Director of Governance
Ms. Mariam Ali, Committee Secretary
Mr. Lee Hamilton, Acting Secretary of the Governing Council

1. Chair’s Remarks

The Chair introduced himself to the Committee and informed members that the purpose of the meeting was to review the Campus council agenda, assess the readiness of agenda items, as well as Orientation material.

2. Agenda for the Meeting of the UTM Campus Council, Wednesday, October 8, 2014

The Committee discussed and approved the agenda for the first UTM Campus Council meeting, which would be held on October 8, 2014.

CONSENT AGENDA

3. Date of Next Meeting – November 26, 2014, 4:10 p.m.

The Chair reminded members that the next meeting of the Committee was scheduled for Wednesday, November 26, 2014, 4:10 p.m. in the Room 3214 Conference Room, William G. Davis Building.


5. Other Business

There were no items of other business.

The consent agenda was adopted and the item requiring approval (Item 4) was approved.

The meeting adjourned at 4:35 p.m.

_____________________     ______________________
Secretary                  Chair
October 1, 2014
To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on September 18, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Ms Judith Poë, Chair
Professor Angela Lange, Vice-Chair
Professor Deep Saini, Vice-President & Principal
Professor Amy Mullin, Vice-Principal Academic and Dean
Professor Bryan Stewart, Vice-Principal, Research
Dr. Kelly Akers
Ms Farishta Amanullah
Professor Tracey Bowen
Professor Tenley Conway
Ms Diane Crocker, Registrar and Director of Enrolment Management
Ms Sara da Silva
Professor Charles Elkabas
Ms Jessica Eylon
Mr. Kevin Golding
Ms Paula Hannaford
Ms Shelley Hawrychuk
Dr. Nathan Innocente
Dr. Stuart Kamenetsky
Professor Yael Karshon
Ms Genevieve Lawen
Ms Alice Li
Professor Kent Moore
Professor Emmanuel Nikiema
Ms Stacey Paiva
Professor Robert Reisz, Vice-Dean, Graduate
Dr. Christoph Richter
Professor Todd Sanders
Ms Laura Sedra
Dr. Joan Simalchik
Professor Sasa Stefanovic
Professor Alison Syme
Professor Holger Syme

Mr. Kumar Thapliyal
Mr. Ian Whyte, Chief Librarian
Professor Anthony Wensley
Dr. Kathleen Wong
Dr. Daniel Zingaro

Non-Voting Assessors:
Ms Yen Du, Program and Curriculum Officer
Prof. Ulli Krull, Vice-Principal, Special Initiatives

Regrets:
Professor Shyon Baumann
Professor Tracey Bowen
Professor Craig Chambers
Professor Philip Clark
Dr. Louis Florence
Professor Claudiu Gradinaru
Dr. Monika Havelka
Professor Bernard Katz
Mr. Sheldon Leiba
Professor Peter Loewen
Ms Maaham Malik
Professor Heather Miller
Ms Mariam Munawar
Mr. Mark Overton, Dean of Student Affairs
Professor Brian Price
Professor Ed Schutz
Ms Grayce Slobodian
Professor David Francis Taylor
Professor Mihkel Tombak
Professor Rebecca Wittman
Professor Xiaodong Zhu

In Attendance:
Mr. Uranranebi Agbeyegbe
Len Brooks, Director, Masters of Management and Professional Accounting (MMPA)
Mr. Hassan Havili, University of Toronto Mississauga Students’ Union (UTMSU)
Ms Vanessa Kattav, UTMSU
Ms Aziza Islam, UTMSU
Ms Jenna Menzies, Student Housing and Residence Life
Professor Tracy Rogers, Director, Forensic Science Program
Ms Melissa Theodore, UTMSU

Secretariat:
Mr. Louis Charpentier, Secretary of the Governing Council
Mr. Lee Hamilton, Acting Assistant Secretary of the Governing Council
Ms Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council
Ms Mariam Ali, Committee Secretary

1. Chair’s Remarks

The Chair welcomed members to the first meeting of the Academic Affairs Committee for the 2014-15 academic year. She introduced Professor Angela Lange, Vice-Chair of the Committee; Professor Deep Saini, Vice-President and Principal; and the Committee’s voting assessors, Professor Amy Mullin, Vice-Principal Academic & Dean and Professor Bryan Stewart, Vice-Principal, Research. The Committee’s non-voting assessors were also introduced: Ms. Yen Du, Program and Curriculum Officer, Professor Ulli Krull, Vice-Principal, Special Initiatives and Mr. Mark Overton, Dean of Student Affairs.

2. Orientation

The Chair and Ms Cindy Ferencz-Hammond, Director of Governance, UTM and Assistant Secretary of the Governing Council gave an Orientation presentation1, and members were directed to Orientation Resources available at http://uoft.me/OrientationResources.

The Chair explained that the Committee would oversee academic matters affecting the teaching, learning and research functions of the Campus. She also advised on the role of the Secretariat and provided an overview of the agenda planning process. Ms Ferencz-Hammond explained that cover sheets were designed to enhance the focus of members on the major elements of proposals and that they were a valuable tool in providing guidance with respect to the responsibilities of the relevant governance body for each item of business.

The Chair invited Professor Amy Mullin, Vice-Principal Academic and Dean to present an overview of the Campus and the Office of the Dean2. As part of that presentation, the Vice-President and Principal also outlined the senior administrative structure at UTM. Professor Mullin spoke to the Academic Plan and assessor priorities for the 2014-15 academic year. She also noted upcoming proposals including the Minor in Education Studies, a freestanding minor designed to offer interdisciplinary study opportunities to students planning careers in education and training. Professor Mullin also advised members of the upcoming combined program in Masters of Science in Sustainability Management and BSc/BA, Geography at UTM. She invited members and their constituents who were interested in providing advice and feedback early on in the process of developing a particular proposal to contact Ms Yen Du, Program and Curriculum Officer at yen.du@utoronto.ca.

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1 A copy of the Orientation Presentation is attached as Attachment A.
2 A copy of the Assessor Presentation and the Assessor Handout is attached as Attachment B and C respectively.
A member commented that other universities similar in size to UTM had a larger number of Deans, and that unlike UTM, most Registrars reported to the Dean or academic leader of the institution and not the head of the campus. The member asked if the Office of the Dean had planned on making changes to the administrative structure of that office. Professor Mullin responded that the Office of the Dean would be engaging in a self-study beginning in the winter of 2015, a required part of a related external review in 2015 - 2016 and noted that the organizational structure of her office would be a part of that process.

3. Calendar of Business, 2014-15

The Chair referred members to the Calendar of Business, and advised that the document would be updated on the Office of the Campus Council website every Friday; she encouraged members to review the Calendar on a regular basis.

4. Highlighting Faculty Research: Professor Bryan Stewart, Vice-Principal, Research

The Chair informed members that the Committee would receive presentations on particular topics of interest to the campus community. For this meeting Professor Bryan Stewart, Vice-Principal, Research invited Professor Ron Buliung, Department of Geography to present his research on Childhood in the City. Professor Buliung’s presentation included the following key points:

- The research focused on childhood within the context of longer range transportation issues in the Greater Toronto and Hamilton Area (GTHA), and looked particularly at school travel (60 to 80% of commuter trips for children);
- North American children increasingly experienced lesser mobility, leading to obesity and other health-related issues;
- The research had led to a partnership with Metrolinx, currently undergoing a revision of the 25 Year Plan for the Regional Rapid Transit Network;
- Children provided an early focus for change in transportation policy and habits; future work would focus on development of policy, which would allow for increased independent mobility of children.

5. Committee to Review the UTM and UTSC Campus Council: Consultation

Mr. Charpentier advised members that the mandate of the Committee to Review Campus Councils (CRCC) was three-part: to evaluate the efficacy of the model and its implementation, report findings and recommend refinements. Mr. Charpentier advised that there would be a broad call for advice as well as consultations with senior administrators, voting assessors and public in-person consultation sessions. He noted that the Committee included membership from both UTM and UTSC Campus Councils and was mandated to report its findings to the Governing Council at its December meeting.

6. Major Modification: Masters of Management & Professional Accounting (MMPA)

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*A modified copy of the Presentation is attached as Attachment D.*
The Chair reminded members that major and minor modifications to existing degree programs were considered for approval by the Committee, and referred members to the previous action taken section of the item’s cover sheet, which detailed the Committee’s role in recent changes made to the program. The Chair invited Professor Robert Reisz, Vice-Dean, Graduate to present this item.

Professor Reisz explained that the proposal was to revise the current 16-month advanced standing option within the Master of Management and Professional Accounting (MMPA) program and reduce it to a 12-month advanced standing option. He noted that the Chartered Professional Accountants (CPA) Educational Program had released new curriculum guidelines for professional training and education in the field of accounting. The Institute for Management and Innovation (IMI) had responded with corresponding updates and revisions to the MMPA program, and the proposed changes were a natural result of these updates. Students would now graduate within 3 sessions, with the expectation that the cohort would have an upper limit of 45 students who would be enrolled as a separate section within the MMPA program. The 12-month MMPA students would join 27 and 24-month students in key workshops and non-course learning experiences during their final academic session to ensure commonality of experiences. Professor Reisz noted that extensive consultation had occurred with faculty and administrators from IMI, MMPA program and Rotman School of Management as well as other relevant academic departments and administrative offices. Students currently enrolled in the MMPA program, as well as current undergraduate Commerce students were consulted and were in strong support of the proposal.

Professor Len Brooks, Director, MMPA, noted that the proposed changes would still include an internship in the second session and that they represented a significant improvement due to changes required by the relevant professional association. He also indicated that while many Masters programs at U of T consisted of 10 courses, the MMPA program exceeded this and also included an internship without compromising on the quality of the content.

In response to a member’s question, Professor Brooks explained that the advanced standing option was granted to applicants who had acquired technical knowledge through undergraduate education in programs such as the Bachelor of Commerce, which the MMPA program complemented with a focus on management and soft skills. Students were given the same experience as an exit standard as those who came in from other disciplines. In response to another question, Professor Brooks noted that the target for the 27-month program was 85 students, and for the 12-month advanced standing option was 45 students.

A member asked why there were additional resources required for administrative and teaching staff if the 12-month version of the MMPA program was simply replacing the 16-month version. Professor Mullin explained that there was only a small enrolment in the 16-month version and that changes in the accounting profession regulatory bodies and market surveys suggested enrolment in the 12-month version would be robust and hence required the additional resources outlined in the proposal.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the proposal from the Institute for Management and Innovation (IMI,) to revise the 16-month advanced standing option for the Master of Management & Professional Accounting (MMPA) program, including reducing it to 12 months, which flows from the recently approved revisions to the MMPA, as described in the proposal dated September 8, 2014 and recommended by the Vice-Principal Academic & Dean, Professor Amy Mullin, be approved effective September 1, 2015.
7. **New Minor: Forensic Science**

The Chair explained the distinction between major and minor modifications as it pertained to this item. The new minor in Forensic Science was a minor modification since there was an existing major and specialist within that program. The Chair invited the Vice-Principal Academic and Dean to present the item. Professor Mullin explained that a minor program typically consisted of 4.0 credits, a major program of 6.0 to 8.5 credits and a specialist of 10.0 – 15.0 credits. She advised the Committee that the new minor program in Forensic Science (FSc) would allow students who would not have the scientific foundation required for a Major or a Specialist to benefit from training in the forensic approach. The existing major could only be taken in conjunction with a major program in Anthropology, Biology, Chemistry, or Psychology, all strengths of the FSc program. She noted that the intent of the proposed Minor was to provide students from any Major with an introduction to forensic science, which they could apply to their field of study. Professor Mullin was enthusiastic about the program and noted that there had been significant interest and positive feedback received from the relevant stakeholders throughout the proposal’s development. The Chair noted that although this program was intended to make Forensic Science accessible to non-science students, both she and Professor Lange anticipated that this program would be attractive to Biology and Chemistry majors.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the proposed New Minor in Forensic Science, offered by the Forensic Science Program, as recommended by the Vice-Principal Academic & Dean, Professor Amy Mullin, in the proposal dated September 8, 2014, be approved, effective September 1, 2015.

**CONSENT AGENDA**

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 9 - Report of the Previous Meeting, be approved.

8. **Other Business**

There was no other business brought forward.

9. **Date of Next Meeting** – Wednesday, November 12, 2014, 4:10 p.m.


11. **Business Arising from the Report of the Previous Meeting**

There was no business arising from the report of the previous meeting.

The meeting adjourned at 5:42 p.m.
Secretary
September 23, 2014

Chair
What are the Terms of Reference of the AAC?

• Consider all matters that affect the teaching, learning and research functions of the Campus.

• Monitor, review and make recommendations concerning divisional academic policies.

• Receive reports from administrators.
What is the Committee’s Role in Relation to Other Governing Bodies?

- The Committee is an entry point to governance.

- Most items can be approved by the AAC; some must be forwarded to AP&P, Academic Board or Governing Council for approval.

- Other bodies to which recommendations are made expect this body to have engaged in the fullest and most detailed discussion and debate before items move on.
Who are the AAC Members?

- 63 members
  - 2 administrative staff
  - 3 community members
  - 2 librarians
  - 35 teaching staff
  - 9 students
  - 10 *ex officio* members
  - 2 Presidential Assessors (voting)

Who are the Assessors?

- Voting Assessors
  - Vice-Principal Academic & Dean, Amy Mullin
  - Vice-Principal Research, Bryan Stewart

- Non-voting Assessors
  - Vice-Principal Special Initiatives, Ulrich Krull
  - Dean of Student Affairs, Mark Overton
  - Program and Curriculum Officer, Yen Du
What is the Role of the Assessors?

- Bring forward proposals from the administration for consideration
- Provide reports for information.
- Introduce items before discussion and vote
- Roles of the assessors to this committee reflect their administrative terms of reference

What are the Responsibilities of AAC Members?

- Reflect the perspectives of their estate, as appropriate
- Members act in the best interests of the institution as a whole
- Refer to “Expectations and Attributes of Governors & Key Principles of Ethical Conduct” in the quick reference guide
Committee Members: Tips for Effective Participation

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

• 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

Calendar of Business: What business will be brought to AAC this year?

• Developed annually for all Governing Council bodies

• 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
How is the Agenda Set?

• Agenda planning is the “hand-off” from the administration to governance.
• Agenda planning group includes the Chair, Vice-Chair, the assessors and others as deemed appropriate by the Chair.
• The guiding principle is that the agenda is set by the Chair after receiving advice from the agenda planning group.

What is the Structure of the Agenda?

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
How Does One Access Meeting Documents?
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”.

Cover Sheets

1. General
2. Header Information
3. Sponsor & Presenter
4. Jurisdictional Information
5. Previous Action Taken
6. Highlights
7. Recommendation
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.

Decisions

Proposals may be
  • Approved (occasionally clarified or amended)
  • Rejected
  • Referred back to the administration with advice.
  • Withdrawn by the administration.
How is all of this accomplished?  
The Secretariat

• Facilitate governance process with neutrality
• Act as expert resource to members and administration
• Ensure that documentation and Cover Sheets are complete
• Maintain the Calendar of Business
• Support the Chair and the Committee
  • UTM Director of Governance – Cindy Ferencz-Hammond
  • UTM Committee Secretary – Mariam Ali

Role of Governance vs. Administration

• Administration manages the University, issues reports and proposals.
• Governance is the receiver of proposals and reports from the administration.
• Primary Functions of Governance – Oversight, Advice, Approval (or rejection)
• Together the functions of governance and administration are sustaining and advancing the University’s purpose, strength and well-being.
Member Resources

- [http://uoft.me/OrientationResources](http://uoft.me/OrientationResources)

- Quick access to frequently used member resources (membership lists, assessors, COB, schedules, TOR, portal)

Burning Questions ??
TOTAL NEW INTAKE 2004-2014

*DATA UPDATED SEPT 9, 2014
PERCENTAGE OF INTERNATIONAL IN TOTAL NEW INTAKE 2006-2014

*DATA UPDATED SEPT 9, 2014

PERCENTAGE OF INTERNATIONAL IN TOTAL REGISTRANTS 2004-2014

*DATA UPDATED SEPT 9, 2014
FACTS & FIGURES

15 DISTINCT ACADEMIC DEPARTMENTS
AN INSTITUTE OF COMMUNICATION, CULTURE AND INFORMATION TECHNOLOGY & AN INSTITUTE FOR MANAGEMENT AND INNOVATION

OFFERING 145 PROGRAMS AND 88 AREAS OF STUDY

OVER 13000 STUDENTS (UNDERGRADUATE + GRADUATE)
OVER 2000 FULL-TIME & PART-TIME EMPLOYEES, INCLUDING 857 FACULTY & STAFF
OVER 47000 ALUMNI

U OF TORONTO IS RANKED FIRST IN CANADA FOR ITS RESEARCH
- UTM IS A VITAL PART OF THAT SUCCESS

RESEARCH AT UTM

$200,000 A WEEK IN RESEARCH

600 RESEARCH PROJECTS

$10 MILLION IN EXTERNAL GRANTS
Senior Administrative Structure

Vice-President & Principal
- Vice-Principal Academic & Dean
  - Chief Administrative Officer
  - Dean of Student Affairs
  - Registrar and Director of Enrolment Management
  - Vice-Principal Research
  - Vice-Principal Special Initiatives
  - Chief Librarian
  - Executive Director, Office of Advancement
  - Equity and Diversity Officer

ADMINISTRATIVE STRUCTURE:
OFFICE OF THE DEAN

Vice-Principal Academic & Dean
- Vice-Dean Graduate
- Vice-Dean Undergraduate
- Academic Integrity
- Academic Departments (15 Departments + 2 Institutes)
ACADEMIC PLAN
VISION OF THE VPA

UTM Academic Plan developed consultatively and approved in the fall of 2012

Information about the plan and the complete text is available at: http://www.utm.utoronto.ca/academic-planning/home

Overall goal – maintaining and improving quality of teaching and research, vigilant review of existing programs, development of new courses and programs to meet student interest and community needs, investment in new faculty to enhance teaching and research
ACADEMIC AFFAIRS COMMITTEE:

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.

Prof. Bryan Stewart, Vice-Principal, Research (VPR)

- Broadly responsible to promote, enhance, and facilitate research and scholarly activity at UTM. The VPR aims to inspire a strong sense of shared research vision within the UTM research community and he/she represents and promotes UTM research locally, nationally, and internationally.
- Works closely with the Vice-President and Principal, UTM and the senior administrative team to develop strategic research plans and direction for the campus;
- Interacts with the Vice-Principal, Academic and Dean on matters of research that are integral to the academic mission of UTM.
- Since research activity cuts across undergraduate and graduate programs, involves postdoctoral fellows, research associates, and faculty, and in many cases requires significant research infrastructure and finances, the VPR interacts closely with the administrative teams associated with each of these groups.
- Coordinates with the Vice-President, Research & Innovation of the university and with the Vice-Principal Research, UTSC to ensure the alignment of strategic research activities within the wider University of Toronto context.
• Work closely with the Division of Research and Innovation and its offices, on matters relating to research services, innovation & partnerships, research compliance & oversight, and research ethics.

• Collaborates with Departmental Chairs and faculty on long-term research plans and initiatives, and on the development of research funding opportunities.

Prof. Ulrich Krull, Vice-Principal, Special Initiatives (VPSP)

• On behalf of the Vice-President and Principal (VP&P), oversees major new initiatives of UTM-wide scope and significance ("major projects"), as determined from time to time by the UTM’s senior administration. Examples include the development of: the Institute for Management and Innovation; academic programs at UTM in partnership with the Faculty of Applied Science and Engineering; a new laboratory science building; integration of UTM activities with the local health sciences community.

• Working with the Vice-Principal Academic & Dean, engages with appropriate academic units at UTM, and when necessary, across the University’s tri-campus system, to develop and execute inter-disciplinary initiatives comprising the major projects.

• Works collaboratively with the VP&P and members of UTM’s senior administration ("Principal’s Table") to engage external stakeholders in the public and private sectors to forge alliances and partnerships as required for the success of the major projects.

• Works closely with the VP&P, Vice-Principal Academic & Dean, the Chief Administrative Officer, and others to help develop financing and business plans for the major projects.

• Participates, with the VP&P and the Executive Director of Advancement, in developing external-funding proposals to philanthropists, agencies, foundations, and governments for selected projects.

• Represents the interests of the University of Toronto Mississauga at selected external organizations such as the Research Innovation Commercialization Centre, Advantage Mississauga, and the Healthy City Stewardship Centre, as well as internal committees.

• As a member of the Principal's Table, participates in the day-to-day administration of the University of Toronto Mississauga.
Childhood in the City

Ron N. Buliung
Associate Professor
Geography
University of Toronto Mississauga
ron.buliung@utoronto.ca

What is Childhood?

- A phase in life?
- A socio-cultural, political-economic construct?
- A biomedical life phase
  - United Nations
    - Child 0 to <= 14 years
    - Youth 15 to 24 years
    - BUT UN convention on the Rights of the Child <= 18 years

Outline

- Childhood?
- Why focus on children?
- Why are we seeing, what we are seeing?
- Concluding Remarks

First world problems!

Factsheet on the World Malaria Report 2013
December 2013

Disease burden in 2012
Malaria is an entirely preventable and treatable mosquito-borne illness. In 2013, 97 countries had ongoing malaria transmission.

An estimated 3.4 billion people are at risk of malaria, of which 1.2 billion are at high risk. In high-risk areas, more than one child dies from malaria for every 1000 people.

There were an estimated 200 million cases of malaria in 2012 (probability range: 135 – 287 million) and an estimated 627 000 deaths (95% confidence range: 475 000 – 789 000); 93% of all malaria deaths occur in sub-Saharan Africa, and 77% occur in children under five.

In 2011, malaria killed an estimated 400 000 children under five years of age. That’s 1150 children every day or one child almost every minute.
Children and schools are often the first to suffer the consequences of armed conflict. Mines and unexploded ordnance pose a continuing danger to children, including on their way to school. In Misrata, Amal Al Torchani, 11, attends class in an environment still marked by the fighting.

© Alfred Yaghobzadeh/Sipa, India: Thirteen-year-old Barna Momdal lives in a shack on Chetla Road next to the busy and dangerous train tracks of Alipur train station. Every morning she needs to walk 40 minutes to the Model school with 600 students, including herself. Social worker Ranjana Biswas says only 50 percent of students manage to arrive for teaching, while 95 percent leave without education.

Central African Republic

- An estimated 6,000 child soldiers in the CAR involved in yet another possible genocide in Sub-Saharan Africa.
Childhood happens in different environments

Most of my work during the last 7 years has focused on mobility in childhood..

Context

- We have a multi-billion dollar commuting problem in this region.
- Mobility in childhood affects quality of life.
- Acquisition of transport-based tacit knowledge begins in childhood.
- Children are our transport future!
Why children?

- We have already made a commitment.
- Tomorrow’s adult commuters.
- Unhealthier over time.
- Less active over time.
- Sometimes children are killed by and in cars.
- Disenfranchised, marginalized.
- Adult behaviour is harder to change.
- Lifelong travel habits may be linked to childhood.

We have already committed...

**Vision:** 25 years from now 60% of children will travel actively to school.

**Goals A.2.:** Improved accessibility for seniors, children and individuals with special needs and at all income levels.

**Goal C.: Active and Healthy Lifestyles:** Walking and cycling will be attractive and realistic choices for all, including children and seniors.

**Goal D.: Safe and Secure Mobility:** Getting around will be safer and more secure. Parents will feel comfortable allowing and encouraging their children to walk, cycle or take public transit to school.

**Goal D.10.:** Improved real and perceived traveller safety, especially for women, children and seniors.

Why children?

- We’ve already committed.
- Tomorrow’s adult commuters.
- Unhealthier over time.
- Less active over time.
- Sometimes children are killed by and in cars.
- Disenfranchised, marginalized.
- Adult behaviour is harder to change.
- Lifelong travel habits may be linked to childhood.
Overweight and obesity
Canada: overweight and obesity rates increased from 15% in 1979 to 26% in 2004 (Ages 2-17) (Shields 2006)
Boys: 17% to 27%
Girls: 15% to 25%

US: overweight and obesity rates increased from 15% in 1971 to 31% in 2006 (Ages 2-19) (Ogden et al. 2011)
Boys: 15% to 31%
Girls: 15% to 30%

Why children?
✔ We’ve already committed.
✔ Tomorrow’s adult commuters.
  ▪ Unhealthier over time.
  ▪ Less active over time.
  ▪ Less active transport over time.
  ▪ Sometimes children are killed by and in cars.
  ▪ Disenfranchised, marginalized.
  ▪ Adult behaviour is harder to change.
  ▪ Lifelong travel habits may be linked to childhood
Why children?
- We’ve already committed.
- Tomorrow’s adult commuters.
- Unhealthier over time.
  - Less active over time.
  - Less active transport over time.
  - Sometimes children are killed by and in cars.
  - Disenfranchised, marginalized.
  - Adult behaviour is harder to change.
  - Lifelong travel habits may be linked to childhood
Active Travel in Decline

Decades of decline in active travel:
- United States 5-18 years old: 41% in 1969 to 13% in 2009 (McDonald et al. 2011)
- Moving by motor (transit, school bus, car) has become the norm: 41.5% (1988) to 61.5% (2011)
Why children?

- We’ve already committed.
- Tomorrow’s adult commuters.
- Unhealthier over time.
- Less active over time.
- Less active transport over time.
  - Sometimes children are killed by and in cars.
  - Disenfranchised, marginalized.
  - Adult behaviour is harder to change.
  - Lifelong travel habits may be linked to childhood

In Canada, in 2005, the fatality rate of child and youth occupants (aged 0–19) was seven times that of pedestrians (Public Health Agency of Canada 2009).

In 2008/09 the hospitalization rate of young automobile occupants (aged 0–24) was almost five times that of pedestrians (ibid.).
Adult’s are less Flexible

Why children?
✓ We’ve already committed.
✓ Tomorrow’s adult commuters.
✓ Unhealthier over time.
✓ Less active over time.
✓ Less active transport over time.
✓ Sometimes children are killed by and in cars.
✓ Disenfranchised, marginalized.
✓ Adult behaviour is harder to change.
✓ Lifelong travel habits and thinking about design may be linked to childhood.

Is transportation generational?
Who are the champions?
Who should be the champions?

Why are we seeing, what we are seeing?
A tail of two studies:
Study 1: How do elements of neighbourhood design and the available supply of transport options across the region associate with CIM for school travel? Walk/Drive; Walk Independent/Otherwise

DATA: Harris Decima, 2011 Metrolinx Greater Toronto and Hamilton Area School Travel Attitudinal Study Report. Computer aided telephone interviews were conducted between May 9 and 20, 2011 of 1016 parents and guardians of children attending elementary school in the GTHA.
Study 2: What are the social and environmental correlates of CIM across different types of neighbourhoods in the City of Toronto?

DATA: Project BEAT grade 5 and 6 students and their parents from 17 schools located across Toronto’s diverse range of neighbourhoods independently completed travel behaviour surveys (n=1035) and a mapping exercise to obtain routes travelled to and from school.
Why are we seeing what we are seeing?

- Distance
- Gender
- Ageing in place...
- Fear & Safety
- Traffic
- To/From School
- Street Crossings

Distance

**To School (GTA) ’86-’06**
Boys are more likely to engage in AST than girls, if you want to increase AST rates, then the gender question needs to be part of the conversation.
Female walking mode share > than male
Age 11-13 years
AGEING IN PLACE
Walk/drive by neighbourhood type & child age (GTHA model)

Independent walk to school by neighborhood type & child age (GTHA Model)

Independent walk to school by neighborhood type & child age (GTHA Model)

TO/FROM SCHOOL
Our Transport Future Depends on a Planning Process that begins to think Seriously about Childhood in the City
To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on September 15, 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
Professor Jennifer Carlson
Mr. Jeff Collins
Ms Donna Coulson
Mr. Dario Di Censo
Mr. Paul Donoghue, Chief Administrative Officer
Dr. Giovanni Facciponte
Professor Hugh Gunz
Ms Melissa Holmes
Ms Megan Jamieson
Ms Simone Laughton
Professor Amy Mullin, Vice-Principal Academic and Dean
Mr. Mark Overton, Dean of Student Affairs
Ms Judith Poë
Mr. Moe Qureshi
Mr. Andy Semine
Professor Jumi Shin
Ms Amber Shoebridge
Professor Steven Short
Ms Anya Todic
Dr. Gerhard Trippen
Professor Anthony Wensley

Non-Voting Assessors:
Ms Christine Capewell, Director, Business Services

Regrets:
Ms Noura Afify
Mr. Arthur Birkenbergs
Professor Philip Clark
Mr. Taeho Lee
Ms Minahil Minhas

In Attendance:
Mr. Chad Jankowski, Health & Counseling Centre
Mr. Chad Nuttall, Student Housing and Residence Life

Secretariat:
Mr. Louis Charpentier, Secretary of the Governing Council
Mr. Lee Hamilton, Acting Assistant Secretary of the Governing Council
Ms Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council
Ms Mariam Ali, Committee Secretary

1. Chair’s Remarks

The Chair welcomed members to the first meeting of the Campus Affairs Committee for the 2014-15 academic year. He introduced Mr. Nykolaj Kuryluk, an alumni governor and Vice-Chair of the Committee; Professor Deep Saini, Vice-President and Principal; and the Committee’s voting assessors, Professor Amy Mullin, Vice-Principal Academic and Dean, Mr. Paul Donoghue, the Chief Administrative Officer and Mr. Mark Overton, the Dean of Student Affairs. The Committee’s non-voting assessors were also introduced: Ms. Christine Capewell, Director of Business Services and Mr. Dale Mullings, Assistant Dean, Students and International Initiatives.
2. Orientation

The Chair and Ms Cindy Ferencz-Hammond, Director of Governance, UTM and Assistant Secretary of the Governing Council gave an Orientation presentation\(^1\) and Members were directed to Orientation Resources available at http://uoft.me/OrientationResources.

The presentation included a visual representation of the governance path for the consideration of a capital project, compulsory non-academic incidental fees, as well as the campus and institutional budget. The Chair explained that the Committee was concerned with matters that directly related to the quality of student and campus life. Ms Ferencz-Hammond explained that cover sheets were designed to enhance the focus of members on the major elements of proposals and that they were a valuable tool in providing guidance with respect to the responsibilities of the relevant governance body for each item of business. She also advised on the role of the Secretariat and provided an overview of the agenda planning process.

The Chair invited Mr. Donoghue, Chief Administrative Officer and Mr. Overton, Dean of Student Affairs to present an overview of the Campus and their respective roles as administrative assessors. The presentation outlined senior administrative structures at UTM and assessor priorities for the 2014-15 academic year\(^2\).

3. Calendar of Business, 2014-15

The Chair referred members to the Calendar of Business, and advised that the document would be updated on the Office of the Campus Council website every Friday; he encouraged members to review the Calendar on a regular basis.

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

The Chair invited Louis Charpentier, Secretary of the Governing Council, to address the consideration of budget matters by the UTM and UTSC Campus Councils and Campus Affairs Committees. In the preceding year, the Campus Councils and the Governing Council resolved to defer implementation of the governance consideration path of budget matters, and undertook to work collectively with governance and administration to develop appropriate administrative processes that respect the Terms of Reference of the relevant bodies, while meeting the required planning timelines leading up to the presentation of the University’s Operating Budget to governance. He explained that in the fall budget presentations would be provided to the Campus Councils and Campus Affairs Committees, parallel to the established budget process, and that those bodies would be asked to consider the overall goals of the budget with respect to existing academic plans.

Mr. Charpentier pointed to the “process map” that was made available with the meeting documentation and summarized the approach discussed, which delineated the following four components:

1. an integrated budget presentation to the CACs and CCs,
2. an overview of the proposed campus operating budgets at CACs and CCs,

\(^1\) A copy of the Orientation Presentation is attached as Attachment A.

\(^2\) A copy of the Assessor Presentation and the Assessor Handout is attached as Attachment B and C respectively.
(3) the Provost’s budget review meetings, and
(4) governance consideration of the University’s operating budget.

The Chair then invited Professor Scott Mabury, Vice President, University Operations, Mr. Paul Donoghue, Chief Administrative Officer and Ms Sally Garner, Executive Director, Planning and Budget Office to present. The presentation included the following key points:

- The broader context for the University’s Operating Budget involved several factors, including low interest rates, the declining Canadian dollar, differentiation of priorities among Canadian universities, tuition framework, declining public investment, internationalization and a provincial deficit of approximately $12 billion;
- The Provincial operating grant as a share of total operating revenue had decreased from 44 % in 2006-07 to 32% in 2014-15, and would continue on its downward trend to 28% by 2018-19;
- That a balanced budget was projected at the institutional level ($2.0 billion) in 2014-15;
- The budget model principles were: to minimize administrative costs of the model; to provide incentives; that revenues and expenses would not be balanced at the faculty level; and that inter-divisional activity would be encouraged and supported;
- The University Fund was created by a 10% deduction from gross revenues that would be allocated by the Provost based on academic plans and institutional priorities;
- $164 million in financial assistance was provided by the University to its students in 2012-2013 and $147 million in external funding and employment income for graduate students;
- OSAP-eligible undergraduate students at UofT paid an average of 48% net tuition in 2012-13 after accounting for OSAP, University bursaries and the Ontario Tuition Grant;
- Allocations to Shared Services totalled 16% of the 2013-14 budget. Priorities for 2014-15 included Student Services, deferred maintenance, divisional campaign support, library collections, copyright compliance and IT upgrades;
- Structural budget challenge: Weighted average increase in revenue was 2.6% while weighted average increase in expense was 4.1%, producing a structural deficit of 1.5% driven primarily by compensation increases;
- The Academic Divisions’ priorities for 2014-15 included UTM’s and UTSC’s expansion in space, services; tenure and teaching stream hiring, curriculum changes, online course delivery, capital projects (Law, Engineering, Architecture) and experiential learning;
- University Fund allocations totaled $10.5 million for 2014-15, including a one-time-only $4.0 million capital matching for UTM and UTSC;
- The 2014-15 total revenue budget for UTM was $218.7 million, after allocations towards the University Fund, University-wide costs, and Student Aid, net revenue for UTM was $167.9 million;
- UTM campus-related costs included occupancy costs (largest item), library, student life, Admin/Finance and Human Resources and Information Technology;
- There was strong undergraduate growth at UTM, and represented 57% of overall undergraduate enrolment growth at UofT;
- That to create sustainable growth and provide a rich academic experience, the strategy employed at UTM was to use additional revenue towards one-time capital investments and increasing space to allow for additional faculty hires.

A copy of the Budget Presentation is attached as Attachment D.
A member asked for clarification on the allocation of UTM revenues towards the University Fund referring to the slide on University Fund allocations as a percentage of the expense budget. Professor Mabury responded that both the UTM and UTSC campuses contributed more than other divisions and that the Faculties of Dentistry and Forestry were among the net-recipients of this Fund, which were regarded as within-university subsidies. However, he noted that over the past eight years UTM had received an increasingly greater share of the university fund relative to its net revenue position.

In response to a member’s question, Mr. Donoghue responded that the $3.0 million accumulated operating deficit repayment indicated as part of the UTM 2014-15 Budget, would end in 2015-16.

Professor Mabury noted that UTM had become a model for managing growth in a judicious and well planned manner, working exceptionally well within the current difficult fiscal context of universities.

5. Committee to Review the UTM and UTSC Campus Council: Consultation

Mr. Charpentier advised members that the mandate of the Committee to Review Campus Councils (CRCC) was three-part: to evaluate the efficacy of the model and its implementation, report findings and recommend refinements. Mr. Charpentier advised that there would be a broad call for advice as well as consultations with senior administrators, voting assessors and public in-person consultation sessions. He noted that the Committee included membership from both UTM and UTSC Campus Councils and was mandated to report its findings to the Governing Council at its December meeting.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 7 - Report of the Previous Meeting, be approved.

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

There were no items of other business.

The meeting adjourned at 6:05 p.m.

______________________                                                        _______________________
Secretary Chair
September 18, 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](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

- Budget
- Campus and student services
- Campus Master Plans
- Campus security
- Capital plans, projects and space
- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Extra-Departmental Units (planning and resource implications)
- Relations with the campus’ external community
- Student societies and campus organizations

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)
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](http://uoft.me/DBbinstructions)
- User Name: “Firstname Lastname” and the temporary Password is “July2014”.

Cover Sheets

1. General
2. Header Information
3. Sponsor & Presenter
4. Jurisdictional Information
5. Previous Action Taken
6. Highlights
7. Recommendation
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 and Conduct of Meetings

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

Motions may be:
• For Approval; Recommendation for approval; For Confirmation

Conduct of Meetings: Bourinot’s Rules of Order and the Governing Council’s By-Law Number 2
APPROVAL OF CAPITAL PROJECTS

Level 2 ($1 - $10 million)

Level 3 (> $10 million)

Execution of the Approved Project/Borrowing

UTM Campus Affairs Committee
UTM Campus Council
Academic Board
Executive Committee (for Confirmation)

ANCILLARY BUDGETS

Unit Process 
UTM Campus Affairs Committee
UTM Campus Council
Executive Committee (confirmation)

For Information

ANCILLARY BUDGETS

Unit Process 
UTM Campus Affairs Committee
UTM Campus Council
Executive Committee (confirmation)

For Information

COMPULSORY NON-ACADEMIC INCIDENTIAL FEES

Unit Process 
QSS
UTM Campus Affairs Committee
UTM Campus Council
Executive Committee (confirmation)

For Information

University Affairs Board
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
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
A DECADE OF CHANGE
## TOTAL HEAD COUNT (INTERNATIONAL & DOMESTIC) 2004-2014

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*DATA UPDATED SEPTEMBER 9, 2014*

### Senior Administrative Structure

- **Vice-President & Principal**
  - **Vice-Principal Academic & Dean**
  - **Chief Administrative Officer**
  - **Dean of Student Affairs**
  - **Registrar and Director of Enrolment Management**
  - **Vice-Principal Research**
  - **Vice-Principal Special Initiatives**
  - **Chief Librarian**
  - **Executive Director, Office of Advancement**
  - **Equity and Diversity Officer**
ADMINISTRATIVE STRUCTURE:
OFFICE OF THE DEAN

Vice-Principal
 Academic & Dean

Vice-Dean
 Graduate

Vice-Dean
 Undergraduate

Academic Integrity

Academic Departments
 (15 Departments + 2 Institutes)

FACTS & FIGURES

15 DISTINCT ACADEMIC DEPARTMENTS
AN INSTITUTE OF COMMUNICATION, CULTURE AND INFORMATION TECHNOLOGY & AN INSTITUTE FOR MANAGEMENT AND INNOVATION

OFFERING 145 PROGRAMS AND 88 AREAS OF STUDY

OVER 13,000 STUDENTS (UNDERGRADUATE + GRADUATE)
OVER 2000 FULL-TIME & PART-TIME EMPLOYEES, INCLUDING 857 FACULTY & STAFF OVER 47000 ALUMNI

U OF TORONTO IS RANKED FIRST IN CANADA FOR ITS RESEARCH - UTM IS A VITAL PART OF THAT SUCCESS
ADMINISTRATIVE STRUCTURE:
OFFICE OF THE CAO

Chief Administrative Officer

- Business Services
- Information and Instructional Technology Services
- Human Resources
- Facilities Management & Planning
- Hospitality & Retail Operations
- Police Services

ADMINISTRATIVE STRUCTURE:
STUDENT AFFAIRS

Dean of Student Affairs

- Student Life
- International Centre
- Career Centre
- Physical Education, Athletics & Recreation
- Student Housing & Residence Life
- Health & Counselling Centre
- AccessAbility Resource Centre
QSS Process and Timing

Advisory groups on health services, physical education and student service fee components meet 2-3 times throughout October and November with open student membership.

CAO FOCUS FOR 2014/15

Financial
- Budget + Long Term Fiscal Planning (ABR)
- De-centralizing of budget
- Long Term Capital Plan
- Ancillary Performance (Parking, Food, Residence, Conference)

Capital Construction
- Continuing Projects (e.g. teaching labs, research greenhouse, infrastructure upgrades)
- New (e.g. parking deck; North2)
CAO FOCUS FOR 2014/15

IITS
- Continuing re-alignment; “service first”
- Prototype Active Learning Classrooms
- Infrastructure/coverage improvements

Hospitality & Retail Services
- Food Master Plan Initiatives
- New Food Services Contract

Professionalism amongst Staff

DSA FOCUS FOR 2014/15

- Expanding in-person service with online options
- Exploring international learning partnerships
- Supporting referrals related to mental health
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
Budget Information Session

University of Toronto Mississauga
September 15, 2014

UofT Budget Context

Provincial deficit ~$12 billion
Low interest rates
Declining Canadian dollar
Declining public investment
Tuition framework
Differentiation
Internationalization

UTM Campus Council - Reports for Information
The 4 Funds

Operating Fund

Capital Fund

Restricted Fund

Ancillary Operations

2014-15: a Balanced Budget
Revenue $2.0 billion

For-Credit Tuition Fees 46%

Operating Grants 32%

Asc. & Cont./Exec. Ed. Fees 9%

Other 13%

Sales, Services & Sundry income 4%

Endowments 3%

Indirect Costs of Research 2%

CRC 2%

Investment Income 2%
Provincial Operating Grant as a Share of Total Operating Revenue

Revenue Growth at UTM
2014-15
Expenditure $2.0 billion

Structural Budget Challenge at Steady State

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<th>Share of Total Revenue / Expense</th>
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<td>Operating Grants</td>
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<td>Tuition Fees (Domestic)</td>
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<td>Other Revenue &amp; Recoveries</td>
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<td>14.3%</td>
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<td>Weighted Avg Rev increase</td>
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<td>STRUCTURAL DEFICIT</td>
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Budget Model Principles

- **Minimize** administrative costs of the model
- Provide **incentives**
- Faculties should **strive** to generate revenues to cover their costs and share of central costs
- Revenue and expense cannot and **should not** be balanced at faculty or program level
- Support and encourage **inter-divisional** activity
Net Revenue to Academic Divisions

Gross Revenue

University Fund
University Wide Expenses
Student Aid
Net Revenue to Academic Divisions

University Fund

- Created by a 10% deduction from gross revenues, excluding segregated funds
- Intended to strengthen quality and provide stability, consistent with academic priorities
- Allocations based on academic plans and institutional priorities; not tied to revenues and costs
University Fund Relative to Total Expense Budget ($ millions)

University of Toronto Student Assistance
2012-2013 Total = $164M

UTAPS and Bursaries | 65M
Graduate Fellowships | 41M
Merit Awards | 34M
0G5/0GSST | 16M
Other | 8M

In 2012-13 graduate students also received $147M in external funding and employment income.
### What do students pay? 2012-13

The OSAP Population by Program Area and %

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Tuition funded by UoT/OSAP grant/OTC</th>
<th>Tuition paid by student</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering</td>
<td>63%</td>
<td>37%</td>
<td>$12,592</td>
</tr>
<tr>
<td>Arts &amp; Science St G</td>
<td>58%</td>
<td>42%</td>
<td>$6,772</td>
</tr>
<tr>
<td>UTSC</td>
<td>54%</td>
<td>46%</td>
<td>$6,319</td>
</tr>
<tr>
<td>UTM</td>
<td>51%</td>
<td>49%</td>
<td>$6,320</td>
</tr>
<tr>
<td>Avg Direct Entry</td>
<td>57%</td>
<td>43%</td>
<td>$7,671</td>
</tr>
<tr>
<td>Avg Undergrad</td>
<td>52%</td>
<td>48%</td>
<td>$8,718</td>
</tr>
</tbody>
</table>

### Shared Service Priorities 2014-15

- Student services
- IT Upgrades
- Deferred maintenance
- Copyright compliance
- Library collections
- Divisional campaign support
University Wide Costs by Bin
2013-14 to 2014-15
(excluding Federated Block Grant)

<table>
<thead>
<tr>
<th>Category</th>
<th>2013-14 Cost Bin Total</th>
<th>2014-15 Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy</td>
<td>106.4</td>
<td>1.7</td>
</tr>
<tr>
<td>Library</td>
<td>77.5</td>
<td>3.6</td>
</tr>
<tr>
<td>Pension (Acad)</td>
<td>68.7</td>
<td>4.0</td>
</tr>
<tr>
<td>Students</td>
<td>27.7</td>
<td>2.3</td>
</tr>
<tr>
<td>Info Tech</td>
<td>27.6</td>
<td>0.0</td>
</tr>
<tr>
<td>Advancement</td>
<td>24.0</td>
<td>0.9</td>
</tr>
<tr>
<td>Human Res.</td>
<td>19.1</td>
<td>-9.4</td>
</tr>
<tr>
<td>Research</td>
<td>13.7</td>
<td>2.5</td>
</tr>
<tr>
<td>Other</td>
<td>87.8</td>
<td>4.3</td>
</tr>
</tbody>
</table>

UTM Campus Council - Reports for Information
University Fund Allocations
2014-15 $10.5M

- $4.0M OTO capital matching for UTM and UTSC
- $3.3M tri-campus A&S tuition framework relief
- $1.0M expansion of UCDF
- $0.8M matching funds for Music student levy
- $0.6M for ongoing grad expansion success in APSE
- $0.25M for program expansion in Dentistry
- $0.55M net adjustments to prior year
UF Allocations as % of Expense Budget

- UTM allocations since 2006-07 = $11.3 (18.0%) of $62.7M total.
- Relative metric: 2014-15 UTM net revenue is 15% of total university net revenue.

2014-15 CAMPUS BUDGET
UTM 2014-15 Budget (in $ millions)

<table>
<thead>
<tr>
<th>Revenue/Expense</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Grant revenue</td>
<td>$218.7</td>
</tr>
<tr>
<td>Investment and other income</td>
<td>6.0</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$224.7</td>
</tr>
<tr>
<td>University Fund Contribution (10%)</td>
<td>(22.4)</td>
</tr>
<tr>
<td>Other attributed revenue (net)</td>
<td>1.8</td>
</tr>
<tr>
<td>University-wide costs</td>
<td>(33.0)</td>
</tr>
<tr>
<td>Student Aid</td>
<td>(9.8)</td>
</tr>
<tr>
<td>University Fund Allocation</td>
<td>6.5</td>
</tr>
<tr>
<td>Other adjustments</td>
<td>0.1</td>
</tr>
<tr>
<td>&quot;Net revenue&quot; to UTM</td>
<td>$167.9</td>
</tr>
</tbody>
</table>

2014-15 University-Wide Costs for UTM

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student-related UWC</td>
<td>$20.4M</td>
</tr>
<tr>
<td>Faculty-related UWC (incl. Pension)</td>
<td>$10.6M</td>
</tr>
<tr>
<td>Research-related UWC</td>
<td>$1.5M</td>
</tr>
<tr>
<td>Other UWC</td>
<td>$0.5M</td>
</tr>
<tr>
<td>Total University-Wide Costs</td>
<td>$33.0M</td>
</tr>
</tbody>
</table>
UTM Must Also Fund Costs as a Campus

<table>
<thead>
<tr>
<th>Campus Cost</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy</td>
<td>$ 16.1M</td>
</tr>
<tr>
<td>Library</td>
<td>5.8M</td>
</tr>
<tr>
<td>Student Life</td>
<td>1.8M</td>
</tr>
<tr>
<td>Admin, Finance and HR</td>
<td>1.9M</td>
</tr>
<tr>
<td>Information Technology</td>
<td>0.5M</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 26.1M</strong></td>
</tr>
</tbody>
</table>

UTM 2014-15 Budget (in $ millions)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (in $ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Net revenue&quot; to UTM</td>
<td>$167.9</td>
</tr>
<tr>
<td>Divisional revenue &amp; recoveries</td>
<td>29.2</td>
</tr>
<tr>
<td>Compensation (excluding self-funded student services)</td>
<td>(119.4)</td>
</tr>
<tr>
<td>Mortgages</td>
<td>(4.0)</td>
</tr>
<tr>
<td>UTM deficit repayment</td>
<td>(3.0)</td>
</tr>
<tr>
<td>Utilities</td>
<td>(5.7)</td>
</tr>
<tr>
<td>Self-funded student services (including compensation)</td>
<td>(16.4)</td>
</tr>
<tr>
<td>Renovations and capital projects</td>
<td>(19.1)</td>
</tr>
<tr>
<td>Library acquisitions</td>
<td>(1.5)</td>
</tr>
<tr>
<td>New faculty start-up funding</td>
<td>(2.9)</td>
</tr>
<tr>
<td>Deferred maintenance</td>
<td>(1.0)</td>
</tr>
<tr>
<td>Other supplies and services</td>
<td>(24.1)</td>
</tr>
<tr>
<td><strong>Net result</strong></td>
<td>-</td>
</tr>
</tbody>
</table>
2014-15 Major Expense Categories
Total $197.1M

- Compensation: 60.6%
- Mortgages: 2.0%
- UTM Deficit: 1.5%
- Utilities: 2.9%
- Student Services Self-Funded: 8.3%
- Renovations Capital Plan: 9.7%
- Other Supplies & Services: 12.2%
- New Faculty Start Up: 1.5%
- Library Acquisitions: 0.8%
- Deferred Mtce: 0.5%
- Library - long term: 1.1%
- Alumni House: 1.0%
- Terrence Donnelly Health Science Complex: 8.2%
- UTM CCIT Building: 2.5%
- UTM Wellness Centre Match: 7.0%

Capital Debt Carried on Operating
($47.3 + $17.0)

Existing Debt:
<table>
<thead>
<tr>
<th>Project</th>
<th>Amount (original principal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation, Athletics and Wellness Centre</td>
<td>$16.0</td>
</tr>
<tr>
<td>Davis - Phase 1</td>
<td>5.8</td>
</tr>
<tr>
<td>Sidney Smith Patio</td>
<td>3.1</td>
</tr>
<tr>
<td>Alumni Gates</td>
<td>1.2</td>
</tr>
<tr>
<td>Chiller</td>
<td>1.4</td>
</tr>
<tr>
<td>Library - long term</td>
<td>1.1</td>
</tr>
<tr>
<td>Alumni House</td>
<td>1.0</td>
</tr>
<tr>
<td>Terrence Donnelly Health Science Complex</td>
<td>8.2</td>
</tr>
<tr>
<td>UTM CCIT Building</td>
<td>2.5</td>
</tr>
<tr>
<td>UTM Wellness Centre Match</td>
<td>7.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$47.3</strong></td>
</tr>
</tbody>
</table>

Approved Debt:
<table>
<thead>
<tr>
<th>Project</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deerfield Hall (Fall, 2014)</td>
<td>$17.0</td>
</tr>
</tbody>
</table>

(Balance at April 30, 2014 = $36.6)
# Total Head Count (International & Domestic) 2004-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>International</th>
<th>Domestic</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>8794</td>
<td>8365</td>
<td>17,159</td>
</tr>
<tr>
<td>2005</td>
<td>9368</td>
<td>8837</td>
<td>18,205</td>
</tr>
<tr>
<td>2006</td>
<td>10009</td>
<td>9413</td>
<td>19,422</td>
</tr>
<tr>
<td>2007</td>
<td>10169</td>
<td>9534</td>
<td>19,703</td>
</tr>
<tr>
<td>2008</td>
<td>10506</td>
<td>9701</td>
<td>20,207</td>
</tr>
<tr>
<td>2009</td>
<td>11047</td>
<td>10109</td>
<td>21,156</td>
</tr>
<tr>
<td>2010</td>
<td>11471</td>
<td>10296</td>
<td>21,767</td>
</tr>
<tr>
<td>2011</td>
<td>11977</td>
<td>10582</td>
<td>22,559</td>
</tr>
<tr>
<td>2012</td>
<td>12288</td>
<td>10601</td>
<td>22,889</td>
</tr>
<tr>
<td>2013</td>
<td>12583</td>
<td>10732</td>
<td>23,315</td>
</tr>
<tr>
<td>2014</td>
<td>13230</td>
<td>11023</td>
<td>24,253</td>
</tr>
</tbody>
</table>

*DATA UPDATED SEPTEMBER 9, 2014

---

## 2013-14 UTM Undergraduate Enrolment

<table>
<thead>
<tr>
<th>Area of Study</th>
<th>2013-14</th>
<th>% International</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Humanities</td>
<td>2,708</td>
<td>9%</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>4,204</td>
<td>18%</td>
</tr>
<tr>
<td>Management</td>
<td>987</td>
<td>31%</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>1,125</td>
<td>4%</td>
</tr>
<tr>
<td>Other Sciences</td>
<td>1,459</td>
<td>14%</td>
</tr>
<tr>
<td>MD</td>
<td>160</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,642</strong></td>
<td><strong>15%</strong></td>
</tr>
</tbody>
</table>

---

*UTM Campus Council - Reports for Information*
2013-14 UTM Graduate Enrolment

<table>
<thead>
<tr>
<th>Degree Type</th>
<th>2013-14 FTE</th>
<th>Projected 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Masters</td>
<td>309</td>
<td>394</td>
</tr>
<tr>
<td>DS Masters *</td>
<td>158</td>
<td>n/a</td>
</tr>
<tr>
<td>PhD *</td>
<td>63</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>530</strong></td>
<td></td>
</tr>
</tbody>
</table>

* As per self-declared code in student system

Longer Range View of Undergraduate Tri-Campus Enrolment

<table>
<thead>
<tr>
<th>FTE</th>
<th>2013 Actual</th>
<th>2018 Plan</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTM Undergrad</td>
<td>10,642</td>
<td>12,895</td>
<td>2,253</td>
</tr>
<tr>
<td>UTSC Undergrad</td>
<td>9,680</td>
<td>11,539</td>
<td>1,859</td>
</tr>
<tr>
<td>St G Undergrad</td>
<td>37,205</td>
<td>36,979</td>
<td>(226)</td>
</tr>
<tr>
<td><strong>Total UG</strong></td>
<td><strong>57,527</strong></td>
<td><strong>61,413</strong></td>
<td><strong>3,886</strong></td>
</tr>
</tbody>
</table>
In Summary

- Declining provincial support
- Campus expansion
- Differentiation/graduate
- International enrolment risk
- Structural budget challenge
- Decisions matter
1. Chair’s Remarks

The Chair welcomed members to the last meeting of UTM Campus Council for the academic year. He noted that there was an addition of an item under Other Business regarding the operational review of the new governance model. He also thanked Professor Hugh Gunz, Vice-Chair for taking on the role of Chair at the previous Council meeting. Given the time of year, the Chair reflected on
Council’s work this past year. The Chair thanked members for their efforts towards learning governance processes in this inaugural year and having provided valuable advice and oversight to administrators as they brought matters of importance at UTM, to Council.

2. Report of the Vice-President & Principal

Professor Saini remarked that this landmark year for governance had been a positive experience and laid a solid foundation for a new way of governing UTM. He noted that governance was not static and that the processes would continue to evolve as UTM demonstrated its ability to function effectively with increased decision-making at the local level, while strengthening and maintaining its operations within the U of T fabric. Professor Saini thanked the Chairs and Vice-Chairs of Campus Council and its Standing Committees – Mr. John Switzer, Professor Hugh Gunz, Ms Judith Poë, Dr. Shay Fuchs, Professor Joseph Leydon and Mr. Nick Kuryluk. He also thanked the voting assessors of these bodies for their contributions, namely Professor Amy Mullin, Professor Bryan Stewart, Mr. Paul Donoghue and Mr. Mark Overton. Professor Saini gave a heartfelt thanks to all members of the Council and Committees for their hard work and thoughtful contributions throughout the year. He also thanked members of the Secretariat.

3. Office of the Vice-Principal Academic and Dean: Presentation by Professor Amy Mullin, Vice-Principal Academic and Dean (for information)

The Chair invited Professor Amy Mullin, Vice-Principal Academic and Dean to begin her presentation¹ and speak about progress with respect to the goals outlined in the academic plan and the responsibilities of the Office of the Dean at UTM. She provided an overview of the roles of different members of the Dean’s Office and highlighted the extensive collaboration that takes place with senior administration across the Campus and University. Professor Mullin outlined progress made with respect to goals of the Academic Plan, which included improvement of the student to faculty ratio via faculty hires, research and teaching excellence, expanded transitional programming (specifically Robert Gillespie Academic Skills Centre workshops and the utmONE program) and increased support for writing skills. She reported that 22 confirmed faculty hires were made in the past year.

Reporting on goals and subsequent achievements set out in UTM’s Academic Plan, Professor Mullin noted that significant investments in research infrastructure had been made: Approximately $8.5M had been invested on wet lab renovations and about the same amount on dry lab renovations. The stated goal of support for pedagogical innovation and instructional technology had been met in a variety of ways, through the work of the Robert Gillespie Academic Skills Centre, which was a major support for faculty pedagogical development. Further support would be provided through capital investments in Active Learning Classrooms (ALC’s), which were a feature of the North Building Phase B project, and would be piloted in the Davis Building.

The goal to develop a new approach to interdisciplinary sector-specific business education at both the undergraduate and graduate levels was met by the new Institute for Management and Innovation.

¹A copy of the presentation is attached as Attachment A.
(IMI), which launched on July 1, 2013 and housed the majority of UTM’s professional masters programs.

Professor Mullin reported that a new position, that of community outreach coordinator, had been created to support the objective of investing in more academic outreach activities. The Dean’s Office would continue to build further experiential learning opportunities through field courses and internships in addition to increased experiential learning activities in lectures, labs and seminars. In addition the new Masters of Science in Sustainability Management program (MScSM) would also include internships.

She added that though a potential partnership with the Faculty of Applied Sciences and Engineering had been thoroughly explored, there were no short term plans to develop a program.

Professor Mullin highlighted other decanal responsibilities, which were numerous and included academic human resources, complement planning and hiring, collective agreements and policies regarding teaching staff, academic integrity, participation in U of T governance, support of curricular change and Chair searches.

A member inquired about the faculty hiring process and whether it was a proactive search. Professor Mullin responded that the process was proactive as well as extensive, noting that a Department Chair must report on the various ways in which strove for diversity and excellence in their searches. The process included the review of resumes, letters of recommendation, research samples and teaching portfolios, followed often by informal interviews. She noted the candidates on the short list were then invited for two-day interviews where they would be exposed to the different campuses, and to students and faculty, who would then provide feedback on the candidate. Finally, the recommendation would be approved by the Vice-Principal, Academic & Dean. In a follow up question the member asked if there were prevalent trends or challenges in the hiring market. Professor Mullin remarked that in the last several years recruitment had been less challenging as the United States market was not as active, however that was now normalizing. She noted there were a very large number of qualified applicants for every available position. Professor Saini added that all faculty recruitment was international and that 50 percent of UTM’s faculty was hired from abroad, though some of those were Canadians working abroad.

A member queried on what drove faculty recruitment and the target for the faculty to student ratio at UTM. Professor Mullin responded that faculty to student ratio as well as student demand drove recruitment, however it was important to recruit in areas where the University could attract quality applicants into an existing community of scholars. She also explained that the faculty to student ratio was measured in various ways, however with typical measures, the current ratio was approximately 34 to 1, with the target being 30 to 1.

4. Capital Project: North Building Phase B

The Chair reminded members of the process regarding the consideration of capital projects, but added that as the project would exceed $10 million it would follow processes for Level 3 projects, and therefore be considered by the Academic Board, followed by endorsement by the Executive Committee and approval by the Governing Council. Also, in addition to the execution of the project, the Business Board would consider the borrowing component of the funding, as part of the approval of the project planning report. The Chair explained to members that Professor Leydon, Chair of the
Campus Affairs Committee, would introduce the item, which would then followed by a presentation by Mr. Paul Donoghue, Chief Administrative Officer.

Professor Leydon stated that the North Building Phase B was a keystone project that would anchor the North Campus redevelopment and would be central to the realization of UTM’s aspirations and commitments. This project would complete the phased demolition of the North Building, which had been constructed more than 40 years ago as a temporary structure. Professor Leydon reported the Campus Affairs Committee had a full discussion on the project regarding available space on campus and its secondary effects and the issue of lockers raised by University of Toronto Mississauga Students’ Union (UTMSU). It was also discussed that the staging plan at Erindale Hall would not impact the residence first year guarantee or the four year international student guarantee. Professor Leydon reported that members expressed positive support and had recommended to Campus Council, the endorsement of this essential project for UTM.

In his presentation, Mr. Donoghue 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 continuing 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.

Mr. Donoghue stated 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 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. He stated that the space program also included a large multi-purpose area and a small food outlet that would serve as a satellite of the major food service area included in Deerfield Hall. The projected occupancy date was planned for September of 2017.

In response to a member’s question, Mr. Donoghue responded that Phase B was designed to be six storeys high. He also advised that as the Master plan indicated, there were sufficient building envelopes remaining on campus that would allow for future expansion.

A member asked whether the required space correlated to headcounts or full time equivalents (FTE). Mr. Donoghue advised that the space formula requires the use of FTE as a metric, however headcounts are taken into consideration in project planning.

On motion duly moved, seconded, and carried,

7 A copy of the presentation is attached as Attachment B.
YOUR COMMITTEE RECOMMENDS,

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.

5. Report of the Academic Affairs Committee: Presentation by the Chair, Ms Judith Poë (for information)

The Chair invited Ms Judith Poë, Chair of the Academic Affairs Committee (AAC), to provide a report\(^1\) to Council members on its business. Ms Poë noted the terms of reference for Campus Council and the AAC did not allow Council to consider a significant amount of academic business. Ms Poë provided an overview of the Committee’s membership as well as items AAC had considered and the decisions made within the new governance structure. These included the addition of 89 undergraduate courses, three new minor programs and a merger of two programs. The Committee also approved the establishment of the Academic Appeals Subcommittee and the first IMI Continuing Education Certificate, the first combined undergraduate and master’s program, Bridging Pathway Program as well as the addition of streams to the Bachelor of Business Administration. Ms Poë noted that strategic topics for information were relayed to the Committee including presentations from the Office of the Registrar, the International Students Office, the Robert Gillespie Academic Skills Centre, the UTM Research Office, and on the review of academic programs. Ms Poë expressed her thanks to Professor Amy Mullin, Vice-Principal Academic and Dean, Professor Amrita Daniere, Vice-Dean Graduate, the Secretariat and Committee members for their contributions in facilitating the work of this Committee.

The Chair thanked Ms Poë and Professor Shay Fuchs, Vice-Chair of AAC for their contributions throughout the year.

6. Proposed Changes to the Distribution of Seats and Length of Terms on the UTM and UTSC Campus Councils and their Standing Committees (for information)

The Chair informed members the Governing Council periodically approved changes in the terms of reference of Boards and Committees to respond to changes in circumstances and expectations of governance. The Elections Guidelines 2014 included a list of seats within each constituency for which an election will be required since the establishment of the UTM and UTSC governance bodies

\(^1\)A copy of the presentation is attached as Attachment C.
on July 1, 2013. He noted that with the conclusion of the second year of election and appointment processes for UTM governance bodies, the proposed changes would strengthen existing processes. The Chair invited Professor Bill Gough, Chair of the Elections Committee, to summarize the proposed changes.

Professor Gough reminded members of the actions taken by the Elections Committee and Secretariat to distribute the series of options to the campus community in March, and the consultation sessions that were held in April. He noted that the changes proposed to the terms of reference for the Campus Council and its Standing Committees were based on extensive discussions and feedback received at those sessions. He briefly summarized the changes proposed in the documentation as they were related to Teaching and Administrative staff. Teaching staff on Campus Council would be fixed to 1 appointed Governor Teaching staff seat and 5 elected non-Governor teaching staff seats. Administrative staff would also be fixed, to 1 non-Governing Council administrative staff seat and 1 non-Governing Council Librarian seat on the Campus Council, both elected. Professor Gough noted this would remove the opportunity for administrative staff Governors to participate in UTM governance bodies. He also mentioned the terms would be three years; however they would be varied during the implementation phase as outlined in the Terms of Reference. Professor Gough advised members that the changes would not be implemented effective 2014-15 as members who submitted their nominations and were elected or acclaimed, did so with the understanding that they would serve a one-year term. This was also reflected in the Election Guidelines 2014. Professor Gough clarified that the changes for community members were solely related to staggered term lengths and since they were appointed seats, these could be implemented for 2014-15, as was recommended by the Nominating Committee. These were also reflected in editorial changes made to the terms of reference. There were no proposed changes for the Student constituency at this time, as this constituency would already serve a one year term with the possibility of reappointment or re-election. Professor Gough remarked that the proposed changes to the terms of reference for the Campus Council, specifically for the teaching staff and administrative staff estates would strengthen the involvement of members of the campus community.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

    THAT the consent agenda be adopted and that Item 7 - Report of the Previous Meeting, be approved.


8. Reports of Information

The following items for information were received by Council.

    a) Report 6 of the Agenda Committee (May 15, 2014)
    b) Report 6 of the Academic Affairs Committee (April 30, 2014)
    c) Report 5 of the Campus Affairs Committee (April 28, 2014)
8. **Date of the Next Meeting** – Thursday June 19, 2014 at 4:10 p.m. (reserve date)

The Chair reminded members that the next meeting of the Council was scheduled for Thursday June 19, 2014 at 4:10 p.m. (reserve date) in the Council Chamber, William G. Davis Building.

9. **Question Period**

There were no questions.

10. **Other Business**

The Chair invited Mr. Louis Charpentier, Secretary of the Governing Council to provide an outline of the review of the new governance model. Mr. Charpentier advised that the terms of reference of the UTM Campus Council and Committees were approved in June, 2012 and that the Governing Council’s resolutions had included the provision that the Council conduct a review of the new model to determine its effectiveness and any changes which would be necessary after a year of operation. He gave a brief presentation, where he advised members that the proposed terms of reference for the review had been divided into three main areas. The first had been the efficacy of the new governance model and the integration of the new bodies into the overall Governing Council system. Secondly, the terms of reference for the Standing Committees would be examined with particular attention to various areas of responsibility. With respect to the AACs, the “dual role” of the Committees as faculty councils along with other responsibilities assigned by the Governing Council would be explored. Thirdly, the review would explore issues related to the orientation and education of members. Mr. Charpentier stated the review process would include a broad call for submissions and the potential for in person consultations, and that membership of the Review Committee would include both Governors and members of the Campus Councils.

A member asked if there had been any major concerns coming out of the discussions or whether the discussions had been generally positive. Mr. Charpentier noted that general feedback on the new governance model was positive very and that it had been generally expressed that a solid foundation had been created upon which to build and that processes may need refining. However, input to the review would provide more specific information.

The Chair noted that Ms Judy Goldring, Chair of the Governing Council, was unable to attend and had asked that Mr. Charpentier note her comments to members of Council. Mr. Charpentier read a letter to members from Ms Goldring at the meeting. Ms Goldring noted that the Campus Councils had become integral elements to institution-wide governance and added dimension through clear and defined decision making responsibilities related to campus-specific matters. She extended her thanks to Campus Council Chair Mr. John Switzer and Vice-Chair Hugh Gunz, as well as the Chairs and Vice-Chairs of AAC and CAC – Ms Judith Poë, Dr. Shay Fuchs, Professor Joseph Leydon and Mr. Nick Kurylyk respectively. She also expressed thanks to all members of Council and its Standing Committees and congratulated members on their productive year in governance.

* A copy of this presentation is attached as Attachment D.
The Chair shared his gratitude for member’s contributions and additionally thanked outgoing members for their service to Campus Council. He also thanked the assessors to the various bodies who had brought business forward for governance consideration throughout the year: Professor Saini, Professor Amy Mullin, Professor Bryan Stewart, Mr. Paul Donoghue and Mr. Mark Overton.

IN CAMERA SESSION

The Committee moved in camera.

12. 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,

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.

13. Appointments: 2014-15 University of Toronto Mississauga Campus Council and Standing Committee Membership+(for approval)

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

That the recommended appointments of members of the UTM Campus Council to the Standing Committees and related leadership roles, as recommended by the Nominating Committee, and as specified in the documentation dated May 15, 2014, be approved for one year terms, effective July 1, 2014, subject to changes in the Terms of Reference of the UTM Campus Council.

The Committee returned to open session.

The Chair also invited all members of Council to attend the inaugural Alumni Awards of Distinction, held at Lislehurst following the Campus Council meeting.

Ms Poë congratulated the Chair on a successful year and thanked him for his tireless efforts.

The meeting adjourned at 6:30 p.m.

______________________              _______________________
Secretary                              Chair
June 3, 2014