

**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** Governing Council

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**PRESENTER:** See above.  
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**DATE:** September 4, 2014 for September 11, 2014

**AGENDA ITEM:** 3.

**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 (September 11, 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 11<sup>th</sup>, the proposed process could begin at the first meetings of the Campus Affairs Committees the following week.

**FINANCIAL IMPLICATIONS:**

n/a

**RECOMMENDATION:**

For information.

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**DOCUMENTATION PROVIDED:**

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

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