



## MEMORANDUM

**To:** Faculty Council (February 24, 2021)

**From:** Professor Doug Reeve  
Chair, Working Group to Update Standing Committees of Council

**Date:** February 11, 2021

**Re:** **Procedures for Committees of Council**

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### REPORT CLASSIFICATION

This is a minor policy matter submitted to Faculty Council for discussion.

### BACKGROUND

Renewal of Faculty Council governance policies and procedures began in 2018 with Dean Cristina Amon establishing a working group to update the Council constitution and by-laws. The final documents were approved by the University and came into effect in 2020-2021. During the discussions among chairs of Standing Committees of Council that arose from that renewal process, it became apparent that the *Procedures for Committees of Council* (2011) and the manuals of most Standing Committee also required updating.

Dean Chris Yip announced August 10, 2020 the formation of a *Working Group to Update Standing Committees of Council* with the mandate to update the *Procedures* and support the update of the existing Standing Committee Manuals.

### Membership of the Working Group

Doug Reeve, Professor and Speaker of Faculty Council 2015-2020 (Working Group Chair)

Caroline Ziegler, Engineering Governance Officer and Secretary of Faculty Council (Working Group Secretary)

Julie Audet, Professor and Vice Dean, Graduate Studies (Chair, Engineering Graduate Education Committee)

Evan Bentz, Professor (Chair, Undergraduate Curriculum Committee)

Chaim Katz, Graduate Student (Past-President, Graduate Engineering Council of Students)

Mirjana Mijalkovic, Undergraduate Student (VP Academic, Engineering Society)

Daniel Posen, Professor (Chair, Examinations Committee)

Marisa Sterling, Assistant Dean and Director, Diversity, Inclusion and Professionalism

**PROPOSED**

The Working Group has produced a new *Procedures for Committees of Council* which is appended and provided to Council for discussion.

**PROCESS AND CONSULTATION**

The Standing Committee Chairs and Recording Secretaries were briefed in a meeting on December 16, 2020.

A draft *Procedures (January 14)* was made available for comment to Standing Committee Chairs and Recording Secretaries and all members of Faculty Council and Standing Committees representing students, staff and alumni. Consultation meetings were held:

January 25 – Standing Committee Chairs and Recording Secretaries

January 26 – Undergraduate and Graduate Students

January 26 – Alumni/ae and Non-academic Staff

February 1 – Alumni/ae and Non-academic Staff

The draft was presented for discussion at the Executive Committee meeting February 2, 2021. The document has been revised based on written and oral comments and Working Group discussion.

**RECOMMENDATION FOR COUNCIL**

This report is being distributed in advance and will be presented for discussion at the February 24 meeting of Council. The plan is to seek formal approval for the final version of the *Procedures* at the April 6 meeting of Council.

**APPENDIX**

*Procedures for Committees of Council (February 11, 2021)*



UNIVERSITY OF TORONTO  
FACULTY OF APPLIED SCIENCE & ENGINEERING

V2.3 Draft of Feb 11, 2021

## **Procedures for Committees of Council**

Approved by the Council of the Faculty of Applied Science & Engineering: [YYYY-MM-DD]

# Procedures for Committees of Council

## Preamble

These Procedures apply to the Standing Committees (including the Academic Appeals Board) as named in Section B4 of the By-laws of Council.

The Procedures document is intended as a guide for best practice, to aid in orientation and training of new members, and to aid the Chair in leading the committee. It is not intended that committees operate under a strict prescription; the Chair may exercise discretion to facilitate efficient and effective operation. That being said there are two things to note about deviation from the guidelines: 1) any member of the committee may question the Chair's deviation from the guidelines and expect a response; and 2) the Procedures is a living document and as such should be updated periodically to take into account emerging best practice; recommendations for changes to the Procedures should be forwarded to the Secretary of Council. Questions concerning operation of Standing Committees should be taken up with the Secretary of Faculty Council.

The Procedures should be reviewed and revised to incorporate evolving best practice at least every five years at the Direction of the Speaker and the Secretary of Council.

## 1. Committee Responsibilities

### Terms of Reference

On behalf of Faculty Council, each Standing Committee, being comprised of representative of stakeholders within the domain of the committee and supported by subject matter experts and administrative staff, is responsible, with respect to the domain to:

1. Provide a forum for the full range of stakeholder voices to discuss present practice and new proposals
2. Pursue best practice: investigate, study, report on and promote
3. Review, periodically, policies and procedures
4. Recommend to Council, as appropriate, changes to policy and procedures
5. Carry out specific, defined duties
6. Report, regularly, to Council on its activities and intentions.

### Domains

The domain defines the subject matter and the jurisdiction of the Standing Committee. The domain will be specified in the manual as approved by Council.

As the domains specific to each committee will be under discussion in the months ahead, and indeed, may shift and change, more frequently than most aspects of this document, so committee domains will not be specified in this document.

## 2. Membership Structure

- Guidelines for the membership structure of committees are provided below.
- The specific membership structure of a committee is to be prescribed in the manual of the committee as approved by Council.
- The membership structure will stipulate which members are voting and which are non-voting.

### Representative Members

The Representative Members on a committee are:

- 1) teaching staff representatives of their academic unit (Note: an academic unit is a department, EDU:A or EDU:B)
  - Chemical Engineering & Applied Chemistry
  - Civil & Mineral Engineering
  - Electrical & Computer Engineering
  - Engineering Science
  - Institute for Aerospace Studies
  - Institute for Studies in Transdisciplinary Engineering Education & Practice
  - Institute of Biomedical Engineering
  - Materials Science & Engineering
  - Mechanical and Industrial Engineering.
- 2) representatives of their constituent group (Members-at-large):
  - Teaching Staff
  - Alumni/ae
  - Non-academic Staff
  - Graduate Students
  - Undergrad Students.

### Representative Member Terms

- Member terms will normally start on July 1.
- The duration of representative member terms will normally be as follows:
  - Teaching Staff – three years
  - Alumni/ae – three years
  - Non-academic Staff – three years
  - Graduate Students – one year

- Undergrad Students – one year.
- Representative members may serve for successive terms to a maximum of three consecutive terms.
- The termination dates of teaching staff and alumni should be staggered to minimize disruption of committee operations.

### **Ex Officio Members**

- The Dean is an ex officio member and Chair of the Executive Committee.
- Officers of the Faculty who are responsible for administration of matters with the domain of the committee may be appointed as ex officio members to a particular committee.
- Ex officio members have an ongoing appointment to the committee.
- Ex officio members are voting members of the committee.

### **Subject Matter Experts**

- Subject Matter Experts (SMEs) appointed to a committee are intended to provide committees with knowledge of a germane subject, operational skills and institutional memory.
- SMEs will be appointed to a committee by the Speaker upon recommendation jointly by the Committee Chair and the leadership of the home unit of the SME.
- SMEs will normally be non-academic staff members from within the Faculty of engineering.
- SMEs will have ongoing appointments to the committee which will be periodically reviewed jointly by the Committee Chair and the leadership of the home unit of the SME.
- SMEs are non-voting members of the committee.
- A committee may call upon experts to advise the committee on particular short-term issues; such experts do not have a vote.

### **Recording Secretaries**

- Each committee will have a Recording Secretary (RS) appointed to provide administrative support such as, recording minutes, correspondence, record keeping, etc.
- RSs will be appointed to the committee by the Speaker upon recommendation jointly by the Committee Chair and the leadership of the home unit of the RS.
- RSs will have an ongoing appointment to the committee which will be periodically reviewed jointly by the Committee Chair and the leadership of the home unit of the RS.
- RSs will be non-voting members of the committee.

### **Member Responsibilities**

- A member is to act ethically and professionally
- A member is to do their best to create a climate and culture free of bias, racism, harassment, or discrimination of any kind.
- A member is to be informed about, and give due consideration to, the issues at hand.

- A member is to vote in accordance with their good judgment and conscience.
- A Representative Member is expected to reflect what they believe are the views of their constituency.
- A Representative Member is to inform the committee if they believe views are significantly different from those of their constituency.
- A Representative Member is, from time to time, to inform members of their constituency of their committee activities.

### **Conflict of Interest**

- A member is obliged to self-assess any real, potential or perceived conflict of interest.
- A member must declare any conflict of interest to the Chair of the committee, preferably as soon as possible.
- Where a conflict of interest exists, the member must abstain from participating in the discussion and from voting.
- If you have questions about what constitutes a conflict of interest you may direct your inquiry to the Registrar or the Secretary of Faculty Council.

### **Representative Member Appointment Procedures**

- Teaching Staff are appointed by their unit head. Appointed teaching staff must be willing and able to serve (not planning any kind of leave) and willing to serve as Chair or Vice-Chair of the committee if elected.
- After consultation with the committee Chair, alumni/ae are to be appointed by the Engineering Alumni Network.
- Graduate Students are appointed by the Graduate Engineering Council of Students (GECoS) in consultation with the discipline Graduate Student Associations.
- Undergraduate students are appointed by the Engineering Society.
- The Engineering Society and GECoS are responsible to develop and make public the procedures used to recruit and appoint students to Standing Committees.
- Non-academic staff members-at-large are appointed by the Speaker in consultation with the relevant Standing Committee Chair.
- The Speaker is responsible to develop and make public the procedures used to recruit and appoint non-academic staff members-at-large to Standing Committees.
- Timing of Appointments to Standing Committees
  - Appointments commencing July 1 will be finalized in time for announcement at the final meeting of Faculty Council (in April) and onboarding and transition in late June.
  - The Secretary of Faculty Council alerts appointing bodies in February.

### **Alternates and Designates**

- Named alternates (substitutes formally designated by committee members at the beginning of the committee term) are to be reported to the Recording Secretary by the first meeting after July 1.
- If a member is unable to attend a meeting, they may send a designate in their place.

- Members must inform the Chair and the Recording Secretary in advance of the meeting when an alternate or designate will attend in their place.
- Alternates and designates will preferably be from the same constituent group as the committee member they are replacing.
- Alternates and designates have the same rights and responsibilities as the member they replace.
- The Chair retains the right to decide that the named alternate or designate is unsuitable.

### **Member Performance**

- Members will be automatically dismissed from the committee if they fail to appear at, or send a designate to, three consecutive meetings.
- Members who fall short of living up to their responsibilities will be given notice by the Chair and Vice-Chair of the committee, jointly in writing. Failure to respond appropriately will lead to a second notice, issued by the Chair and Vice-Chair, jointly in writing, which will be copied to the head of the appointing unit and the Speaker. Failure to respond to the second notice gives the Chair, acting in concert with the Vice-Chair, the option of dismissing the member from the committee. The third notice, for dismissal, will be issued by the Chair and Vice-Chair, jointly in writing will be copied to the head of the appointing unit and the Speaker.

### **Membership Lists**

The Secretary of Faculty Council will provide committee membership lists to be posted on the Faculty Council website, at a minimum, once per year as of July 1 including:

- Listing by constituency/category of membership (Teaching Staff, Subject Matter Expert, Ex Officio, Recording Secretary, etc.)
- For each member
  - Name
  - Title (if relevant)
  - Academic Department/EDU-A and EDU-B
  - Contact information
  - Length of term
  - End-date of term
  - Non-voting status (if relevant)
  - Program and anticipated graduation year for students
  - Program and graduation year for alumni.
- Note that members' contact information is published with the committee membership lists on the Faculty Council website. Membership lists on the website are kept current and outdated lists are removed.

## **3. Chair and Vice-Chair**



## Responsibilities

- The Chair is responsible for:
  - Ensuring the committee fulfills its mandate
  - Facilitating participation of committee members (including delegating to members, the SME(s) and Recording Secretary)
  - Conducting committee meetings
  - Reviewing the committee manual with committee members as a formal part of agenda of the first meeting after July 1
  - Representing the committee at the Standing Committee Chairs Committee, Executive Committee, and Faculty Council
  - Reporting to Faculty Council on behalf of the committee.
- The Vice-Chair's role is to support the Chair and stand in for the Chair in their absence.

## Eligibility

- Only members of the teaching staff may serve as Chair or Vice-Chair.
- The Dean, Vice-Deans, Chairs of Departments, Directors of EDU:A's and B's are not eligible to be stand for Chair or Vice-Chair (the exception is the Executive Committee for which the Dean is Chair).
- It is preferred that those who become Chair have a minimum of one year's prior service on the committee.

## Term

- The term of the Chair and the Vice-Chair will normally end on June 30 and begin on July 1.
- The term of the Chair and the Vice-Chair will normally be a minimum of one year.
- It is preferred that the term of the Chair be two years.
- It is preferred that the terms of the Chair and Vice-Chair are staggered to end at different years.

## Election Procedure

- The Secretary of Faculty Council will organize the election after the April Council meeting, at which the incoming committee membership will be announced, and before June 1, by polling the voting members of the incoming committee by email.
- All teaching staff members of the incoming committee are eligible to be elected to serve as the Chair or Vice-Chair, excluding those who are ex officio committee members.
- Student and alumni/ae members, administrative staff and members designated non-voting are not eligible to be elected.
- Those who have served as Chair/Vice-Chair are eligible to be re-elected.
- All voting members of the incoming committee are eligible to vote for the Chair/Vice-Chair.
- Voting  
When marking the ballot, voting members will indicate their preference of Chair/Vice-Chair by placing the consecutive numbers 1, 2, 3, 4, 5 opposite their first choice, second choice, etc. *up to their fifth choice*. (Voting members may make full or partial use of the

five-choice sequence, so long as your preference is expressed as an unbroken sequence commencing with “1”.) Points will be awarded to each ranking: 5, 4, 3, 2, 1 points for respective rankings 1, 2, 3, 4, 5. The candidate receiving the highest number of points will be elected Chair, and the candidate with the second highest number of points will be elected Vice-Chair.

- If a Chair leaves office before the end of their term, the Vice-Chair will serve as Chair for the balance of the term and the Secretary of Faculty Council will call a new election for the Vice-Chair.
- If the Vice-Chair leaves office before the end of their term, the Secretary will call a new election for the Vice-Chair.

### **Duties of the Chair**

- Ensuring the committee operates efficiently and effectively
  - Keeping the committee on track with respect to its mandate
  - Advising the Speaker and/or other Standing Committee Chairs of the need for dealing with issues outside the committee mandate.
- Facilitating participation of committee members
  - Onboarding new members
  - Delegating
  - Collaborating with SMEs and the Recording Secretary
  - It is desirable that the Chair provide, periodically, oral or written feedback to members on their performance. Notably good and bad performance evaluations committed to writing may be copied to the head of the member’s nominating group and the Speaker.
- Conducting committee meetings (done with the assistance of the Recording Secretary)
  - Setting the agenda
  - Calling the meeting
  - Providing briefing materials
  - Chairing the meeting
  - Approving the minutes
  - Following up on action items.
- Reviewing the committee manual annually and updating committee practice as appropriate.
- The manual must be formally reviewed and updated, or affirmed with no changes, every five years at a minimum.
- Representing the committee at the Standing Committee Chairs Committee, Executive Committee, and Faculty Council.
- Reporting to Faculty Council:
  - Reports for information
  - Reports on changes in policy or procedure
  - An annual report on accomplishments on the year ending June 30 and plans for the year ahead. This report should be submitted to Council by August 31 each year.

### **Appealing a Chair's Decision**

- During a meeting, a voting member may appeal a decision of the Chair by moving a motion, which, if seconded and being passed by a majority of voting members would overturn the decision of the Chair.
- After a meeting, a voting member of the committee may appeal a decision by the Chair by requesting in writing that a matter be reconsidered at the next meeting; the Speaker is to be copied. If dissatisfaction with the Chair's decision persists after the initial appeal has been heard, any three voting members of the committee acting together may appeal, in writing, to the Speaker.

### **Chair Performance**

- A Chair who falls short of living up to the Duties of the Chair may be given written notice by any three voting members of the committee acting together with copies provided to all members of the committee and the Speaker. Failure to respond appropriately may lead to a second notice which will be copied to the Speaker and the head of the appointing unit. Failure to respond appropriately to the second notice gives the committee the option of dismissing the Chair and removing them from the committee by majority vote. The Speaker, the Secretary of Council and the head of the member's appointing unit will be notified of the dismissal.

## **4. Meeting Operating Procedures**

### **Term**

- The term of Standing Committees is from July 1 to June 30.

### **Quorum**

- Quorum for meetings of Standing Committees shall be 40% of voting members.
- No motions may be passed in the absence of quorum.
- It is the Chair's prerogative to adjourn a meeting if at any time attendance is below the quorum level.

### **Schedule**

- Meetings shall be held a minimum of once in each of the fall and winter terms.
- Additional meetings shall be scheduled, as required, by the Chair.
- Additional meetings may be called by any group of three or more committee members, acting together.
- Meeting agendas shall be circulated in advance.

### **Confidentiality**

- Confidential matters, such as personal or financial information, are to be identified as confidential before being discussed.
- Before the confidential matter is considered, the Chair will review the expectations of members to keep confidentiality.
- Confidential matters will normally be considered in closed session.
- Confidential matters may be considered in open session at the request of the individual(s) whose personal information is under discussion.

### **Conduct of Meetings**

- Committee meetings will normally be open
  - Meeting times and agendas shall be made available to non-members on request to the Recording Secretary.
  - Meetings may be held in person, entirely online or with some members online or connecting by phone at the discretion of the Chair.
  - Meeting minutes may contain confidential information and so will be made available, on request to the Recording Secretary, at the discretion of the Chair.
  - Visitors may attend open committee meetings.
  - Visitors may speak at the invitation of the Chair but may neither move motions nor vote.
  - An open meeting may at any time be declared closed by the committee upon passage of the appropriate motion and visitors shall be required to withdraw. By a similar procedure, a closed meeting may at any time be declared to be open.
- Order of Business of Regular Meetings
  - Approval of the minutes of the previous meeting
  - Business arising out of the minutes
  - Agenda items
  - New business
  - Plan for next meeting(s).
- Additional Business at the First Meeting after July 1
  - Review of the committee manual
  - Review of outstanding business from the previous year
  - Identify major issues to be dealt with by the committee during the next year.
- Motions and Voting
  - Any voting member of the committee, including the Chair, may move a motion.
  - Motions must be seconded by a voting member.
  - No person shall have more than one vote.
  - Motions are passed with a simple majority.
  - If a vote is a tie, the motion fails.

### **Minutes**

- The Recording Secretary shall prepare the minutes of all meetings, including the meeting date, names of those attending, and schedule of next meeting(s).

- In the case of matters considered in open session, the minutes shall contain: a summary of the substance of matters considered, the text and disposition of motions, and the count of votes for and against.
- In the case of matters considered in closed session, only the motion indicating the final disposition of each matter considered in closed session shall be included in the minutes.
- In the absence of the Recording Secretary, the Chair will appoint a member to record and prepare the minutes.
- Minutes will be circulated to all committee members and submitted to the Office of the Secretary of Faculty Council for archiving.

### **Reports of Standing Committees**

- Reports of Standing Committees are to be submitted to the Executive Committee before being submitted to Faculty Council. By exception, the Academic Appeals Board reports directly to Faculty Council.
- The Chair will report on the activities and plans of the committee at least once during the committee's term.
- The report of a Standing Committee shall classify, on its cover, whether the matters contained therein are:
  - Routine matters within the established policy of Council, or minor new policy matters that establish new precedents for the committee, as defined in the committee's manual. These matters will be considered for approval by the Executive Committee and if approved, forwarded to Faculty Council for information. Where a committee acts on routine or minor matters, it has the authority to execute its decisions after approval by the Executive Committee forthwith and to inform affected persons of these decisions.
  - Major new policy matters or major matters that require a special motion, as described in B3 of the bylaws. These matters will be considered for endorsement by the Executive Committee and if endorsed, forwarded to Faculty Council for approval.
- A report shall not combine major recommendations with unrelated routine or minor matters.
- The Executive Committee may move to elevate the classification of a report.

## **5. Standing Committee Manuals**

Each Standing Committee is required to have a manual of operation approved by Council which provides detail particular to the committee. The purpose of the manual is to promote clarity

and consistency in committee responsibilities and operations. The template for manuals is appended to this document.

## **Appendix – Template for Standing Committee Manuals**

### **Manual for the XYZ Committee**

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### **A Standing Committee of Faculty Council**

Approved by the Council of the Faculty of Applied Science & Engineering: [YYYY-MM-DD]



## Manual for the XYZ Committee

(Blue text is meant to be deleted when using this template. The blue text is intended to provide guidance and/or examples for discussion and preparation of manuals. The black text is to be included in each manual.)

### Preamble

Each Standing Committee is required to have a manual of operation approved by Council which provides detail particular to the committee. The purpose of the manual is to promote clarity and consistency in committee responsibilities and operations.

Each Standing Committee of Council and the Academic Appeals Board are to be operated within the guidelines provided by the *Procedures for Standing Committees of Council*. The *Procedures* establish: **(Procedures table of contents to be inserted)**

Each Standing Committee is required to have an up-to-date manual of operation approved by Council which provides detail particular to the committee. The purpose of the manual is to promote clarity and consistency in committee responsibilities and operations.

### 1. Name of the Committee: **Teaching Methods and Resources Committee**

### 2. Terms of Reference

On behalf of Faculty Council, each Standing Committee, being comprised of representative of stakeholders within the domain of the committee and supported by subject matter experts and administrative staff, is responsible, with respect to the domain to:

1. Provide a forum for the full range of stakeholder voices to discuss present practice and new proposals
2. Pursue best practice: investigate, study, report on and promote
3. Review, periodically, policies and procedures
4. Recommend, as appropriate, changes to policy and procedures
5. Carry out specific, defined duties
6. Report, regularly, to Council on its activities and intentions.

### 3. Domain

The domain is to be defined in point form, a listing of words and short phrases. For example, for the Teaching Methods & Resources Committee, the domain may be described as:

With respect to undergraduate and graduate education:

1. teaching methods



2. teaching resources
3. teaching aids
4. delivery of academic programs
5. evaluating teaching effectiveness
6. rewarding teaching effectiveness

#### 4. Membership

The manual will contain a general specification of the membership roster following the guideline of the table below.

Constituent Group	Number	Length of Term	Notes
<p>CHOOSE EITHER A</p> <p>Teaching Staff: Representing Academic Units (List each unit represented)</p> <ul style="list-style-type: none"> <li>• Chemical Engineering &amp; Applied Chemistry</li> <li>• Civil &amp; Mineral Engineering</li> <li>• Electrical &amp; Computer Engineering</li> <li>• Engineering Science</li> <li>• Institute for Aerospace Studies</li> <li>• Institute for Studies in Transdisciplinary Engineering Education &amp; Practice</li> <li>• Institute of Biomedical Engineering</li> <li>• Materials Science &amp; Engineering</li> <li>• Mechanical &amp; Industrial Engineering</li> </ul>		3 years	
<p>OR CHOOSE B</p> <p>Teaching Staff: Members-at-large (to be used for a committee that does not have a teaching staff representative from each academic unit)</p>		3 years	
Undergraduate Students		1 year	
Graduate Students		1 year	
Alumni/ae		3 years	
Non-academic Staff (Member-at-large) (Optional)		3 years	
<p>Ex officio: (list those applicable, e.g.)</p> <ul style="list-style-type: none"> <li>• Associate Dean, Cross-Disciplinary Programs</li> <li>• Vice-Dean, First Year</li> <li>• Vice-Dean, Graduate Studies</li> <li>• Vice-Dean, Research</li> <li>• Vice-Dean, Undergraduate</li> <li>• Registrar</li> </ul>		ongoing	
Subject Matter Expert(s) (non-voting) (list by job title if appropriate)		ongoing	

Recording Secretary (non-voting)	1	ongoing	
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## 5. Duties

The designation of duties as routine/administrative or major/policy affects the disposition of any reports to Council. To what extent can we clarify and simplify this organization?

- Policy Duties
- Recurring Duties (Routine, Administrative)
- Reporting and Coordinating Duties

## 6. Rules and Procedures Differing from the *Procedures for Committees of Council* (if applicable)

### Appendices

Committees may provide appendices to their manuals without requiring approval from Faculty, e.g. operating principles for decision making, details of procedure, lists of units involved, reference materials, etc.

### For further information:

- For policy and information items approved by Faculty Council, see the [Faculty Council website](#).
- For other items produced by the committee regarding operations, etc., contact the committee's Recording Secretary. Their contact information is available on the Faculty Council website.