

**University Planning Committee Proposal (UPC)
Senate Operations Review Committee (SORC)
March 25, 2010**

Introduction

Based on the Senate discussions on November 26, 2009 and February 18, 2010, Board of Trustees discussions on December 6, 2009 and March 6, 2010, SORC discussions on January 13, February 10, March 10 and March 15, 2010, and correspondence received, the following report and recommendations are presented for approval to the Senate on March 25, 2010.

The attached report includes:

1. Two recommendations from SORC
2. A revised mandate, terms of reference and composition for the UPC
3. The original proposal referred to SORC October 4, 2009, also on the web at www.queensu.ca/secretariat/senate/Oct22_09/UPC.pdf

Background

SORC reviewed feedback from the Board and Senate meetings, and correspondence at its meetings on March 10 and 15, when it met to finalize a set of UPC recommendations for approval by the Senate on March 25. The proposal will then be sent to the Board of Trustees for consideration at its meeting on April 30.

Analysis and discussion

The following changes are highlighted:

- Addition of a sunset clause of three years to evaluate the committee and decide whether to dissolve, continue or modify it;
- Addressing Board comments that equal representation by Senate and Board members was not necessary and to add weight to the side of Senate, if anything;
- Proposed language is “review and comment and make recommendations to the Senate and the Board of Trustees” to clarify that the final authority for decision-making continues to reside with Senate and Board; this will provide increased clarity on the UPC’s mandate as an advisory body;
- Reduced membership to nine (9) in response to Board and Senate concerns that previous Options A (19) and B (20) were too large to function effectively;
- Inclusion of dean, faculty, staff and student members on the committee;
- Inclusion of the University Registrar and VP (Finance and Administration) as non-voting participants, for their expertise and advice;
- Members are subject to nomination processes of the Senate and the Board and will serve up to either two- or three-year terms;
- The UPC should meet at least once every two months, using appropriate technologies to enable members to participate;
- While “Observers” have been removed, this category remains available to individuals or groups in accordance with existing Senate policy on attendance of non-members;
- SORC also notes that planning remains the province of the deans and faculties, since the purpose of the UPC is to provide a review of faculty plans and other initiatives within the context of overall university planning and fiscal resources.

Recommendations

Recommendation #1

Accept the revisions to the mandate, terms of reference and composition of the UPC.

Recommendation #2

Dissolve the current Senate Budget Review Committee and add to Senate Procedures the requirement that annually or more frequently as required, the Principal ensure that there is a report to Senate about the development of the annual budget.

Respectfully submitted,

J. Stairs (Chair)

J. Brien

E. Culham

S. Goodspeed

T. Lin

A. Stevens

University Planning Committee

Mandate

The University Planning Committee (UPC) is a joint committee of the University Senate and the Board of Trustees. Its major responsibility is to ensure that academic planning and the management of resources (people, money, space) are fully integrated. It ensures that decisions reached in the academic sphere and initiatives from individual faculties and units are made with full knowledge of the fiscal and infrastructure implications for the University as a whole. Furthermore, it enables the Board of Trustees to have a full understanding of the academic endeavours of the University.

The UPC has two primary roles.

Its first role [I] is to review and comment, including making recommendations, on new and proposed plans of the Senate and the Board of Trustees, including the University Academic Plan.

Its second role [II] is to serve in an advisory capacity for the University's budget development process. The UPC will comment on whether the budget recommendations are congruent with the University Academic Plan.

Terms of Reference

The UPC shall review, comment, and make recommendations to the Board of Trustees and Senate regarding the impact of the following on overall University planning and budgeting:

Role I

- a) the University Academic Plan and any major initiatives that have significant resource implications;
- b) annual planning reports from the Faculties, Library and other units as prescribed by the Provost and Vice-Principal (Academic);
- c) reports from the Vice-Principal (Research) on the major operations, institutes, and initiatives that receive significant support from the budget of the Vice-Principal (Research), and on the anticipated impact of new funding opportunities;
- d) the annual report from the Vice-Principal (Advancement) and future fund-raising priorities, including their relationship to the University Academic Plan;
- e) the Campus Plan and other reports and updates from the Campus Planning and Development Committee.

Role II

- f) annual planning reports as prescribed by the Vice-Principal (Finance and Administration), from those administrative and service units that report directly to the Vice-Principal (Finance and Administration);
- g) the development of the University budget before it is transmitted to the Board of Trustees' Finance Committee.

Administrative and Other Matters

1. Meet at least once every two months utilizing appropriate technologies to ensure that members are able to participate in the work of the UPC.
2. The UPC will function for an initial period of three years, at which time the Senate Operations Review Committee will review its value and make a recommendation to Senate to continue, modify or dissolve the UPC.
3. The Senate Nominating Committee, the Board of Trustees Nominating Committee and the University Secretariat will be responsible for the election of members according to the established procedures of the Senate and of the Board of Trustees.
4. Faculty and staff will serve up to a three-year term; students up to a two-year term.

Composition of the UPC

Elected

One student, trustee or senator, elected by the student trustees and the student senators
One staff member, trustee or senator, elected by the staff trustees and the staff senators
One Dean elected by the Faculty Deans
One Faculty senator proposed by the Senate Nominating Committee and elected by the Senate
One trustee proposed by the Board of Trustees Nominating Committee and elected by the Board of Trustees

Ex-Officio

Provost and Vice-Principal (Academic), Chair of the UPC
Principal and Vice-Chancellor
Chair of the Board of Trustees, or delegate
Chair of the Board of Trustees' Finance Committee, or delegate

Total membership: 9

Invited participants (non-voting) will include but are not limited to:

Vice-Principal (Finance and Administration), non-voting
University Registrar, non-voting

University Planning Committee

Mandate

The University Planning Committee will be a joint committee of both the University Senate and the Board of Trustees. It will be Queen's senior planning committee and a bridge between the two governing bodies of the University. The University Planning Committee has three primary roles, although in all three its major responsibility is to ensure that academic planning and the management of resources (people, money, space) are fully integrated. In its first, and more formal, role the University Planning Committee is a critical step in the development and approval of plans. Its second role is to serve in an advisory capacity to the senior administration of the University. Its third role is to provide an extended point of contact between Senate and Board to ensure that decisions reached in the academic sphere, and initiatives from individual Faculties or units, are made with full knowledge of the fiscal and infrastructure implications for the university as a whole, and that the Board of Trustees has a full understanding of the academic business of the University.

The Chair of the University Planning Committee will be the Vice-Principal Academic.

Terms of Reference

The University Planning Committee shall:

1. Review the Plan for the University annually, and recommend revisions to it as necessary, for approval by the Senate and the Board of Trustees;
2. Review, for recommendation to the Senate and the Board of Trustees, major initiatives (including those which are part of submissions to external agencies) that have significant resource implications, providing comment on how the proposals fit within the University Plan;
3. Review and approve annual planning reports as prescribed by the Vice-Principal (Academic) from:
the Faculties, the School of Graduate Studies, the Associate Vice-principal (Academic), the Associate Vice-principal (Student Affairs), the University Registrar, the University Librarian, and other units (as appropriate) that report directly to the Vice-Principal (Academic), providing comment on how the plans relate to overall University planning and current budgeting.
Approved plans are to be reported to the Senate and the Board of Trustees for information;
4. Review and approve annual planning reports as prescribed by the Vice-principal (Finance and Administration) from those administrative and service units that report directly to the Vice-principal (Finance and Administration), providing comment on how the plans relate to overall University planning and current budgeting. Approved plans are to be reported to the Senate and the Board of Trustees for information;
5. Review and approve annually a report from the Vice-principal (Research) on the major operations, institutes, and initiatives that receive significant support from the budget of the Vice-principal (Research), and on the anticipated impact of new funding opportunities (from federal, provincial, or private agencies or businesses) as they arise.
Approved plans are to be reported to the Senate and the Board of Trustees for information;
6. Receive annually from the Vice-principal (Advancement) a report on advancement efforts of the previous year and review, for recommendation to the Senate and the Board of Trustees, future fund-raising priorities and their relationship to the University Plan;

7. Make recommendations to the Campus Planning and Development Committee of the Board of Trustees on capital projects and other expenditures that fall outside the annual budget (such as those encompassed by the Capital Renewals process). For all major projects, the University Planning Committee will be provided with a total impact analysis that assesses the ongoing costs of maintenance, utilities, etc.;
8. Review, for recommendation to the Senate and the Board of Trustees, the annual report on campus planning, including any updates, amendments and elaborations; and
9. Report to the Senate any matters of concern formally identified as such by a majority of the Committee.

Composition of the University Planning Committee

Ex Officio

Chancellor

Chair of the Board of Trustees, or delegate

Vice-Chair of the Board of Trustees, or delegate

Principal and Vice-Chancellor

Vice-Principal (Academic) - Chair of the University Planning Committee

Vice-Principal (Finance and administration)

Vice-Principal (Research)

Dean of Graduate Studies

Dean of Arts and Science

Elected

5 faculty members, no more than two to be from any one Faculty, elected for staggered 3-year terms

1 department head, not to be from a Faculty with two currently serving faculty members

1 Faculty dean elected for a two year term (by and from the Faculty Deans excluding the Dean of Arts and Science and Dean of Graduate Studies);

1 non-academic staff member, elected for a 2-year term;

1 graduate or professional student, elected for a 2-year term;

1 undergraduate student, elected for a two year term; and

The Rector

Observers

Dean (Health Sciences) or delegate, unless elected

Associate Vice-Principal (Student Affairs)

Vice-Principal, Advancement

Budget Committee

Terms of Reference

The Budget Committee, a sub-committee of the UPC shall:

1. Review the budget framework prepared by the University administration in consultation with the Office of Institutional Research and Analysis; this framework (including the models and projections upon which it is based) will be provided to the Joint Administration/Faculty Association Committee to Consider Matters and to Discuss and Negotiate Matters Related to Terms and Conditions of Employment of Faculty (The Joint Committee) as will updates to the framework should these arise;
2. Receive and respond to budget submissions from all Faculties, areas, and units;
3. Make budget recommendations available to the University Planning Committee during development of the recommendations, for comment on whether those recommendations are congruent with the University Plan; deliver the final budget to the University Planning Committee in a timely fashion to ensure that it is in a position to make comments in advance of the budget being transmitted to other deliberative bodies;
4. Make budget recommendations available to the University Senate for comment before they are transmitted by the Principal to the Finance Committee of the Board; and
5. Deliver budget recommendations to the Principal of the University for transmittal to the Finance Committee of the Board. Any comments of the University Planning Committee and Senate shall be included in the material for the Board, along with the Principal's own comments.

Composition of the Budget Committee

Members:

Three faculty members of UPC (one of whom shall serve as chair):

The staff member on the UPC

The Rector

Vice-Principal (Academic)

Associate Vice-Principal (Finance)

Principal