



UNIVERSITY OF
TORONTO

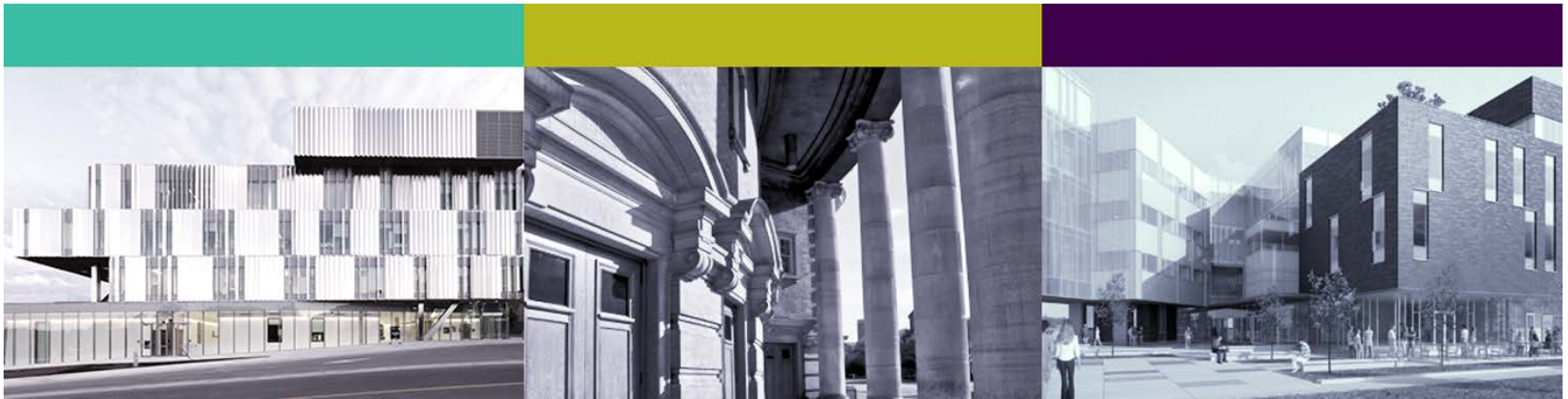
Tri-Campus Review

Planning & Budget Committee
January 9, 2020



Tri-Campus Review (3CR)

“One University, Three Campuses”



3CR: Structure

Steering Committee

**Admin.
Structure**

**Academic
Planning
and
Academic
Change**

**Graduate
Units**

**Student
Services**

**Budget
Relation-
ships**

*Also part of the
Budget Model
Review*

3CR: Administrative Structure

Admin. Structure

Chair: Cheryl Regehr

Key Themes

- ▶ Promote more **integration and collaboration** across campuses at the senior levels
- ▶ Clarify **senior leadership roles and responsibilities** at UTSC and UTM
- ▶ **Articulate the relationships** of the campuses to institutional portfolios

3CR: Administrative Structure

Admin. Structure

Recommendation Highlights

- ▶ Continue with existing policy
Principals as academic and admin heads of UTM and UTSC with delegated authority to others
- ▶ Increase clarity in terminology
Institutional (not *Downtown* or *Central*) and *Campus* or *Division* or *Faculty* (more specificity)
- ▶ Collaboration between senior execs at UTM/UTSC and all institutional portfolios
Dual/dotted reporting
- ▶ Improved technology for meetings

3CR: Academic Planning and Change

Academic Planning and Academic Change (APAC)

Chair: Susan McCahan

Key Themes

- ▶ **Academic excellence** and **student experience** as key elements of quality
- ▶ **Balancing** local and tri-campus needs: Assessing “justifiable duplication”; Unitary, tri-campus PhD; Supporting connection and collaboration; Tri-campus participation in UTQAP reviews
- ▶ **Improve awareness** of existing principles and structures: What is consultation and how to resolve disagreements

3CR: Academic Planning and Change

Academic Planning and Academic Change (APAC)

Recommendation Highlights

- ▶ Reinforce existing principles
Clearly articulated considerations for new/changed programs and units; Tri-campus participation in reviews;
Maintain the principle of unitary PhD
- ▶ Enhance coordination through Tri-Campus Deans groups

3CR: Graduate Units

Graduate Units

“Cultivating **synergy and collaboration** at the graduate level among the three campuses, while **promoting unique local identities** and areas of strength, **will build the University’s capacity** as an internationally significant research institution and training ground for the next generation of scholars, innovators, and leaders.”

Draft Recommendations (2019)

3CR: Graduate Units

Graduate Units

Chair: Joshua Barker

Key Themes

- ▶ Types of Graduate Units **differ widely**
- ▶ Graduate Chair searches **need clarity and streamlining**
- ▶ A need for **better communication and collaboration** across departments and campuses

3CR: Graduate Units

Graduate Units

Recommendation Highlights

- ▶ Establish a process for formally identifying and recognizing tri-campus graduate units
Decision about which chair model to follow (integrated or separate)
- ▶ Improve collaboration and communication
Clarify the impacts of decisions in one department on associated graduate units
- ▶ More support and advice for tri-campus graduate to run a robust and inclusive tri-campus operation
SGS template MOU to clarify: resource contributions; privileges and responsibilities of graduate faculty members

3CR: Student Services

Student Services

Chair: Sandy Welsh

- ▶ **Mandate** related to University-wide and **campus-specific responsibilities** for student services and international student experience
- ▶ **Mapped student services** on all three campuses

3CR: Student Services

Student Services

Principles for Institutional Oversight

- ▶ Alignment with institutional priorities
Equitable access
- ▶ Compliance with the legal and regulatory environment
Risks and liability
- ▶ Organizational efficiency and effectiveness
Evaluation and assessment

3CR: Student Services

Student Services

Recommendation Highlights

Establish an ongoing Tri-Campus Student Services Operations meeting for administrators to:

- ▶ **Advise** on funding for institutional priorities/services
- ▶ **Review and ensure** consistent practice for student fee approval processes
- ▶ **Review and assess** changing mode of delivery needs (in-person vs online)

3CR: Budget Relationships

Budget Relationships

*Also part of
Budget Model
Review*

Chair: Scott Mabury

Key Themes

- ▶ Institutional versus shared **service costs**
- ▶ **Graduate unit costs**
- ▶ Admin and governance budget **pathway**

3CR: Budget Relationships

Budget Relationships

*Also part of
Budget Model
Review*

Recommendation Highlights

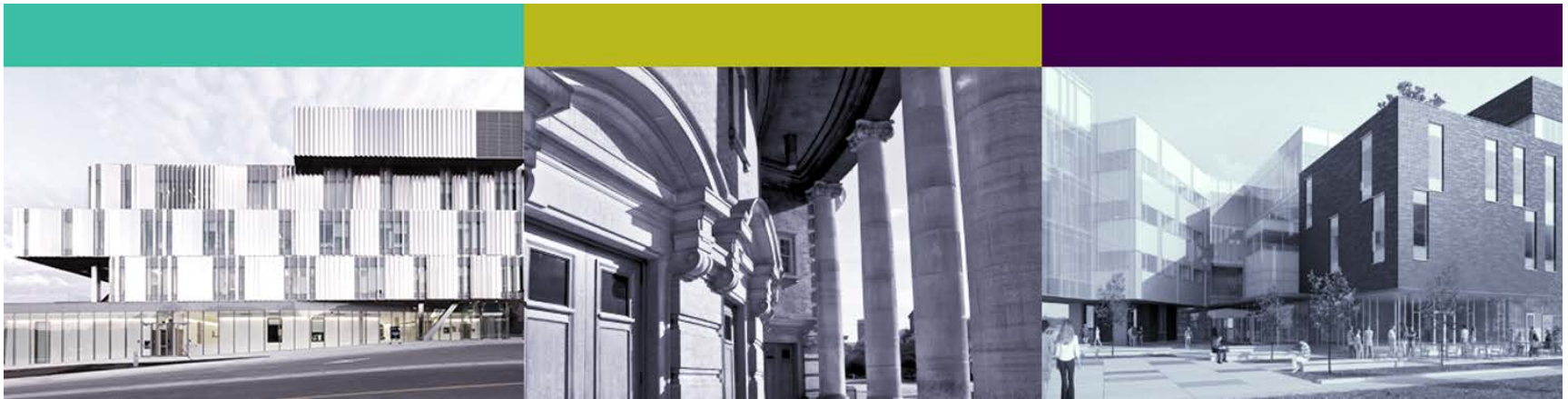
- ▶ Augmenting shared services budgeting process re: campus costs
- ▶ New capital project management fee structure
- ▶ Transparency of graduate program revenues and expenses
- ▶ Revised governance pathway for budget

Next Steps

- ▶ Steering Committee to review and harmonize recommendations
- ▶ Final report to be posted online
- ▶ Implementation

Some Reflections

“One University, Three Campuses”



THANK YOU

Questions and comments:
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Updates at www.provost.utoronto.ca