Tri-Campus Review

January 2020

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"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

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3CR: Administrative Structure

Admin. Structure

Chair: Cheryl Regehr

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

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3CR: Academic Planning and Change

Academic Planning and Academic Change (APAC)

Chair: Susan McCahan

Recommendation Highlights

▶ Reinforce existing principles
Clearly articulate considerations for new/changed programs and units; Tri-campus participation in reviews; Maintain unitary PhD

▶ Enhance coordination through Tri-Campus Deans groups

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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)

Graduate Units

Chair: Joshua Barker

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

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3CR: Student Services

Student Services

Chair: Sandy Welsh

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

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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)

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3CR: Budget Relationships

Budget Relation-ships

Also part of Budget Model Review

Chair: Scott Mabury

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

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Next Steps

- Steering Committee to review and harmonize recommendations

- Final report to be posted online

- Implementation

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THANK YOU

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

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