FOR INFORMATION   **PUBLIC**   **CLOSED SESSION**

TO:	Executive Committee
SPONSOR: **CONTACT INFO:**	Cheryl Regehr, Vice-President and Provost 416-978-2122, cheryl.regehr@utoronto.ca
PRESENTER: **CONTACT INFO:**	As above As above
DATE:	February 5, 2020 for February 12, 2020
AGENDA ITEM:	4

ITEM IDENTIFICATION:

Update on the Tri-Campus Review

JURISDICTIONAL INFORMATION:

Under Section 4 of its Terms of Reference, the Planning & Budget Committee is responsible for "policy on planning", as well as "guidelines for long-range planning and budgeting that are the basis for the development of the University's annual Operating Budget."

GOVERNANCE PATH:

1. Planning & Budget Committee [for information] (January 9, 2020)
2. Committee on Academic Programs & Policy [for information] (January 14, 2020)
3. University Affairs Board [for information] (January 27, 2020)
4. UTSC Campus Council [for information] (January 28, 2020)
5. UTM Campus Council [for information] (January 29, 2020)
6. Academic Board [for information] (January 30, 2020)
7. Business Board [for information] (February 3, 2020)
8. **Executive Committee [for information] (February 12, 2020)**
9. Governing Council [information] (February 27, 2020)

PREVIOUS ACTION TAKEN:

The University's Tri-Campus Framework was approved by governance in June 2002. The University's *Towards 2030* long-term planning framework was approved by governance in October 2008. And the *Towards 2030: View from 2012* review report was approved by governance in May 2012.

HIGHLIGHTS:

The University of Toronto has a unique tri-campus structure, bound together by a shared identity and a set of genuinely tri- or bi- campus graduate programs and departments. It is the product of a 40-year evolution, with the Mississauga and Scarborough campuses transforming themselves from small undergraduate colleges, to mid-size educational entities hosting a wide range of graduate and undergraduate offerings, and strong programs of research.

Towards 2030 stated the University's long-term intent to create a regional "University of Toronto system," characterized by three campuses with increasingly strong individual campus identities. In light of ongoing evolution at the three campuses, as well as new opportunities and challenges in the tri-campus context, the President and Provost announced a review of tri-campus relationships in April 2018, under the theme identified in *Towards 2030*, "One University, Three Campuses."

The Tri-Campus Review was guided by a steering committee and included five working groups, each with its own mandate:

1. Academic Planning and Academic Change, which considered questions related to changing or creating new academic programs and units, as well as academic reviews and academic planning;
2. Graduate Units, which considered questions related to graduate faculty memberships, faculty searches, the appointment of graduate chairs, and the structure of graduate units;
3. Student Services, which considered questions related to tri-campus responsibilities in providing student services, modes of delivery for student services, and resourcing of student services;
4. Administrative Structure, which considered questions related to tri-campus reporting lines and leadership; and
5. Budget Relationships, which considered questions related to accounting for University-wise and campus-wide costs, the funding of tri-campus graduate units, and the annual budget review processes.

Each working group has been proceeding along different timelines, with all of them now close to completion. As of December-end, each working group has submitted final recommendations to the Tri-Campus Review Steering Committee, which will synthesize the recommendations into a final report that will be presented for information to governance at a later date.

FINANCIAL IMPLICATIONS:

There are no direct implications for the University's operating budget at this time.

RECOMMENDATION:

N/A. Item is presented for information.

DOCUMENTATION PROVIDED: N/A

Tri-Campus Review

January 2020

"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

UNIVERSITY OF
TORONTO

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

UNIVERSITY OF
TORONTO

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

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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

UNIVERSITY OF TORONTO

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

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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)

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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

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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

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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

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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

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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

Key Themes

▶ Institutional versus shared **service costs**

▶ **Graduate unit** costs

▶ Admin and governance budget **pathway**

UNIVERSITY OF TORONTO

3CR: Budget Relationships

Budget Relation-ships

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

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Next Steps

- Steering Committee to review and harmonize recommendations

- Final report to be posted online

- Implementation

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"One University, Three Campuses"

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THANK YOU

Questions and comments:
provost@utoronto.ca

Updates at www.provost.utoronto.ca

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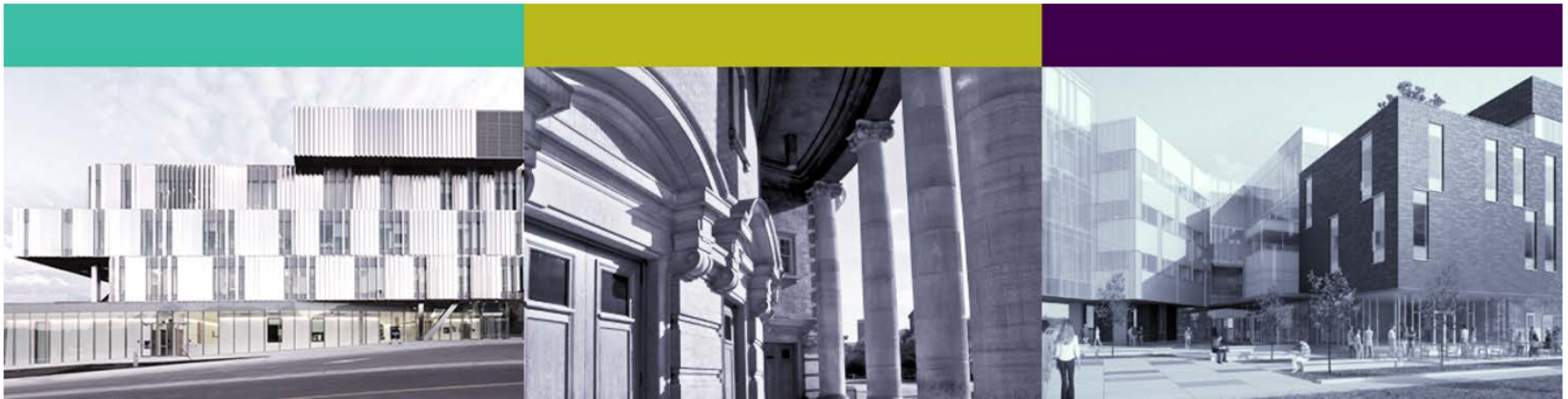# Tri-Campus Review

Executive Committee
February 12, 2020

"One University, Three Campuses"

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