



To: Principals, Deans, Academic Directors and Chairs

From: Sheree Drummond, Secretary of the Governing Council

CC: Bryn MacPherson, Assistant Vice-President, Office of the President & Chief of Protocol
Angelique Saweczko, University Registrar

Date: October 13, 2023

Subject: **Changes to the Office of Convocation**

Earlier this year the Office of the Governing Council (OGC) engaged Kennedy & Company to undertake an operational review of the Office of Convocation. Institutional Convocation functions are currently shared between the Office of Convocation and the President's Office. The Office of Convocation supports a majority of the student-facing processes and tasks related to Convocation, as well as a number of related services (diploma replacement and degree verifications and certifications). The ceremonial aspects of Convocation are managed by the President's Office.

Over the last several months, Kennedy & Company conducted interviews with staff in the Office of Convocation and with a variety of University of Toronto stakeholders, and held benchmarking meetings with four institutions in Canada and the United States who have a combination of similar size and structures to the University of Toronto.

The report made several recommendations regarding the reporting structure of the Office of Convocation, as well as on its resources, processes and technology.

Based on its findings and recommendations, the Office of Convocation will be moving administratively from the Office of the Governing Council to the University Registrar's Office (URO) effective January 1, 2024. Under the leadership of the University Registrar and in collaboration with the appropriate partners, the Director of Convocation will implement the other recommendations arising from the review.

The goal of the administrative move of the Office is to link the functions that are naturally interconnected and enable enhanced coordination. The President's Office will continue to manage the ceremonial aspects of Convocation.

I would note that there will be no change to the physical location of the Office of Convocation in the short to medium term.

Finally, I want to thank sincerely all those who participated in this important review. A special thank you to the Office of Convocation team for their outstanding service to the University. I am confident that the Office, in collaboration with the President's Office and its other partners, will be well-positioned to continue to deliver an exceptional Convocation experience to our graduates and their guests.