



Tri-Campus Review Student Services Working Group

Terms of Reference

Context

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 50-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 this, the University has launched a review of the relationships among its three campuses, under the theme identified in Towards 2030, "*One University, Three Campuses.*"

Review Structure

The tri-campus review will be guided by a steering committee and will be built on five pillars, each with its own working group. Each working group will have tri-campus representation, will develop principles to guide future decision-making and will propose changes to policy and procedure as appropriate.

The five pillars are:

1. Academic Planning and Academic Change
2. Graduate Units
3. Student Services
4. Administrative Structure
5. Budget Relationships

Timeline

The Student Services Working Group is expected to have completed its work by the end of 2018.



Scope of Mandate

The Student Services Working Group will support the objectives of the Tri-Campus Review by considering questions related to tri-campus responsibilities in providing student services, including:

- 1) Mapping of campus-specific and tri-campus student services
- 2) Decision-making roles and responsibilities related to the current tri-campus nature of student service delivery
 - Processes for determining which services and supports should be provided on each campus and which should be provided through a single University-wide source
 - Identifying areas in which tri-campus oversight is beneficial
- 3) Current reporting lines and governance for student services and resources
 - Identifying areas in which decisions require the involvement of governance in order to ensure consistency across campuses
 - Ensuring consistent governance practices across the three campuses
- 4) The appropriateness of the current mode of delivery in meeting student needs
 - How to grow supports and services for graduate students at UTM and UTSC as their graduate populations increase
- 5) Resourcing and provisioning of student services
 - The payment and allocation of student fees across the three campuses
 - Allocation of Divisional Advisory Committee (DAC) resources and accountabilities
 - The policies and procedures through which decisions are made to allocate funds for student services across the three campuses

In order to ensure clarity and avoid overlap across working groups, the Student Services Working Group's mandate will NOT focus on the following questions:

- 1) The quality, effectiveness, or appropriateness of current services provided to students, which lies outside the scope of this Tri-Campus Review; and
- 2) The coordination or provision of program-level supports and services to graduate students with UTM and UTSC campus affiliations, which would fall under the purview of the Graduate Units Working Group.