



**FOR  
RECOMMENDATION**

**PUBLIC**

**OPEN SESSION**

**TO:** Planning and Budget Committee

**SPONSOR:** Cheryl Regehr, Vice-President & Provost  
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**PRESENTER:** As above  
**CONTACT INFO:**

**DATE:** February 16 for February 28, 2018

**AGENDA ITEM:** 7

**ITEM IDENTIFICATION:**

Faculty of Arts and Science: Proposal for Academic Restructuring: The Amalgamation of the Munk School of Global Affairs and the School of Public Policy and Governance, and for renaming the Munk School of Global Affairs and Public Policy as the Munk School of Global Affairs and Public Policy

**JURISDICTIONAL INFORMATION:**

*The Policy and Procedures for Faculty and Librarians on Academic Restructuring (“Academic Restructuring Policy”) “applies to the disestablishment, amalgamation, or relocation from one campus to another campus of Academic Units<sup>1</sup> requiring the recommendation or approval of the Academic Board, the Executive Committee of Governing Council or the Governing Council as the case may be (referred to hereinafter as “Academic Restructuring”).” (Academic Restructuring Policy, Section 2)*

The Planning and Budget Committee “recommends to the Academic Board on plans and proposals to...disestablish, or significantly restructure academic units” (*P&B Terms of Reference, Section 4.4.1*)

“Name changes in academic divisions (excluding namings) are approved by the Academic Board...and confirmed by the Executive Committee. Changes in name that are part of a

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<sup>1</sup> Defined in the Policy as “Divisions, Faculties, Departments, Institutes, Centres or Schools with Extra Departmental Unit A or B status, and Colleges where the primary appointment of a faculty member is held within the College.”

proposal for...restructuring and/or merging units are recommended to the Academic Board by the Planning and Budget Committee.” (*AB, Terms of Reference, Section 5.2.7*)

### **GOVERNANCE PATH:**

- 1 **Planning and Budget Committee [For Recommendation], February 28, 2018**
- 2 Academic Board [For Recommendation], March 15, 2018
- 3 Executive Committee [For Endorsement and Forwarding], March 27, 2018
- 4 Governing Council [For Approval], April 5, 2018

### **PREVIOUS ACTION TAKEN:**

*The Policy and Procedures for Faculty and Librarians on Academic Restructuring* was approved by Governing Council on February 26, 2015.

On May 21, 2008, the Governing Council approved a proposal to establish the School of International Studies as an Extra-Departmental Unit:B [EDU:B]. The name of the School was subsequently changed to the School of Global Affairs by approval of Academic Board on March 26, 2009. The proposal to change the status of the Munk School of Global Affairs from an EDU:B to an EDU:A was approved by Governing Council on June 23, 2011.

On December 14, 2006, the Governing Council approved a proposal to establish the School of Public Policy and Governance as a “modified EDU:2” [an EDU:B under the current nomenclature].

On February 12, 2018, the Faculty of Arts and Science Faculty Council recommended to the Planning and Budget Committee the Proposal for Academic Restructuring: The Amalgamation of the Munk School of Global Affairs and the School of Public Policy and Governance.

### **HIGHLIGHTS:**

This is a proposal to amalgamate the Munk School of Global Affairs and the School of Public Policy and Governance (SPPG) to build an internationally recognized School of Global Affairs and Public Policy. The Munk School of Global Affairs is an EDU:A within the Faculty of Arts & Science, offering a professional Master of Global Affairs program and an undergraduate Munk One program. It is also home to several constituent units, and a number of teaching programs and research labs. The School of Public Policy & Governance is an EDU:B within the Faculty, offering a professional Master of Public Policy Program and an undergraduate major program in public policy, as well as executive education for policy professionals. Taking the University’s strengths in global affairs and public policy to the next level, this amalgamation brings together two strong schools to create a School of Global Affairs and Public Policy that will rank with the best of its international peers.

Given the complementarity between the fields of global affairs and public policy, the question of a closer relationship between the two Schools has been contemplated for several years. From January through April 2017, guided by the University's *Policy & Procedures for Faculty and Librarians on Academic Restructuring (Policy)*, the Faculty of Arts & Science engaged in a consultation process with stakeholders in the School of Public Policy and Governance and the Munk School of Global Affairs to investigate the academic merit of a closer integration of the two Schools, with amalgamation being one possible form of integration. Consultations first focused on the faculty appointed to these two units and their academic leadership, and later expanded to include the Schools' students, members of external boards, leaders of cognate units and other stakeholders.

Throughout the course of these consultations, a compelling academic rationale for amalgamation emerged, based upon positive benefits for research, teaching and public engagement activities that accrue from leveraging the complementarity of, converging, and scaling up the respective academic enterprises. With amalgamation, it is expected that the global affairs and public policy enterprises will gain from the strengths of the other, transforming the new entity into an intellectual and pedagogical powerhouse in the international academic landscape, and enhancing the University's mission in research, teaching and societal impact.

On September 21, the Directors of each School and each School's faculty members and librarians received a letter from the Dean of the Faculty of Arts and Science notifying them, in accordance with the *Policy*, that a proposal for Academic Restructuring would enter formal processes of University Governance for consideration on February 14, 2018. The notification letter included a draft of the attached governance proposal. As provided for under the *Policy*, over the course of a five-month period, each Director led each School's faculty members and librarians in collegial discussion about the proposed academic restructuring. This process provided the opportunity to propose academically sound and fiscally responsible alternatives for the consideration of the Dean of the Faculty of Arts and Science. The attached final proposal incorporates feedback received during this process.

The form of amalgamation proposed requires disestablishing the School of Public Policy and Governance as an EDU:B and moving its programs, faculty, staff and constituent EDUs to the Munk School, which will expand its remit. It is also proposed that the name of the academic unit be changed to the Munk School of Global Affairs and Public Policy to reflect this expanded remit.

While these are the only changes proposed at the point of amalgamation, it is expected that the amalgamation of the two strong units will eventually lead to changes that will further enhance the collective enterprise, creating an even more vibrant combination of intellectual, academic and public-facing activities that will position the Munk School of Global Affairs and Public Policy to flourish as a nationally and internationally recognized entity.

**FINANCIAL IMPLICATIONS:**

The operating budgets of the two existing Schools and of their respective constituent Centres and Institutes are provided by the Faculty of Arts & Science. At the time of amalgamation the Faculty will combine the Munk School's and the SPPG's budgets, without reduction, to fund the new Munk School of Global Affairs and Public Policy, and their respective Centres and Institutes.

Post-amalgamation budgetary allocations will be made in accordance with the policies and practices of the Faculty of Arts and Science.

**RECOMMENDATION:**

Be It Recommended to the Academic Board:

- A) Be It Recommended to the Academic Board:  
THAT the proposed Amalgamation of the Munk School of Global Affairs and the School of Public Policy and Governance, as described in the attached proposal entitled Proposal for Academic Restructuring: The Amalgamation of the Munk School of Global Affairs and the School of Public Policy and Governance, dated January 29, 2018, be approved effective July 1, 2018.
  
- B) Be It Recommended to the Academic Board:  
THAT the name of the Munk School of Global Affairs be changed from to Munk School of Global Affairs to the Munk School of Global Affairs and Public Policy effective July 1, 2018.

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**DOCUMENTATION PROVIDED:**

*Cover*  
*Proposal for Academic Restructuring: The Amalgamation of the Munk School of Global Affairs and the School of Public Policy and Governance*



UNIVERSITY OF TORONTO  
FACULTY OF ARTS & SCIENCE

# Proposal for Academic Restructuring

## The Amalgamation of the Munk School of Global Affairs and the School of Public Policy and Governance

January 29, 2018

This template is for proposals brought forward under the [Policy and Procedures for Faculty and Librarians on Academic Restructuring](#) (2015). The Policy “applies to the disestablishment, amalgamation, or relocation from one campus to another campus of Academic Units [defined as “Divisions, Faculties, Departments, Institutes, Centres or Schools with Extra Departmental Unit A or B status, and Colleges where the primary appointment of a faculty member is held within the College”] requiring the recommendation or approval of the Academic Board, the Executive Committee of Governing Council or the Governing Council as the case may be (referred to hereinafter as “Academic Restructuring”).”

## 1 Executive Summary

The School of Public Policy and Governance (SPPG) is an EDU:B within the Faculty of Arts & Science, offering a professional Master of Public Policy program (MPP) and an undergraduate major program in public policy, as well as an executive education program for policy professionals.

The Munk School of Global Affairs (Munk School) is an EDU:A within the Faculty of Arts & Science, offering a professional Master of Global Affairs Program (MGA) and an undergraduate Munk One program. It also is home to several constituent units, and a number of teaching programs and research labs. (See Appendix 1 for a full listing of units and programs associated with each School.)

Given the complementarity between the fields of global affairs and public policy, the question of a closer relationship between the Munk School and SPPG has been contemplated for several years. Most recently, it was raised in the context of an external review that the Dean commissioned on SPPG, which described SPPG as poised to build on its current momentum to become one of the top policy schools internationally. Following upon deliberations around the question of the relationship between the two entities, and guided by the University’s [Policy and Procedures for Faculty and Librarians on Academic Restructuring](#) (see Appendix 4) between January and April 2017, the Faculty of Arts & Science embarked on a series of consultations with stakeholders to investigate the academic merit of a closer integration of the two schools. Specifically, that which was under consideration was whether amalgamation would position the entities to fulfill their promise more effectively and to advance the

University's reputation in terms of education, research and societal impact in the fields of global affairs and public policy, and if so, what form amalgamation should take.

Dean David Cameron appointed Professor Joshua Barker, then Vice Dean Graduate Education, to lead the consultation process and make a recommendation based on the findings. All of these deliberations and input have been carefully considered in the drafting of this proposal, which outlines the consensus of the Arts & Science leadership about the optimal way forward to build on and level up the distinctive and complementary strengths of the two units—the standards of evidence-based, rigorous analysis that has been SPPG's hallmark, and the call to fresh thinking in a global conversation informed by local context that has characterized the Munk School.

Based on a compelling academic rationale, outlined below, this proposal recommends amalgamation. Specifically, it recommends that SPPG's faculty, staff and programs move to the Munk School of Global Affairs, which will have an expanded remit; it also recommends that the name of the academic unit be changed to the Munk School of Global Affairs and Public Policy to reflect this expanded remit. This requires the disestablishment of SPPG as an EDU:B. While these are the only changes proposed at the point of amalgamation, it is expected that the amalgamation of the two units will eventually lead to changes that will strengthen the collective enterprise, creating an increasingly vibrant combination of intellectual, academic and public-facing activities that will best position the Munk School of Global Affairs and Public Policy to flourish nationally and internationally.

If approved, we propose that the academic restructuring take place effective July 1, 2018.

## **2 Consultation Process**

### **2.1 “Collegial, inclusive and deliberative process”**

Commencing January 2017, the Faculty of Arts & Science began undertaking a collegial, inclusive and deliberative process of consultations with stakeholders in the School of Public Policy and Governance and in the Munk School of Global Affairs.

Dean David Cameron appointed Professor Joshua Barker, Vice Dean Graduate Education, to lead the consultation process and make a recommendation. Guided by the University's [Policy and Procedures for Faculty and Librarians on Academic Restructuring](#), these consultations focused on the faculty appointed to these two units and on their academic leadership, and expanded to include the Schools' students, members of external boards, leaders of cognate units and other stakeholders. A total of 19 group meetings and 28 individual meetings took place. In addition, a fair amount of written input was received. Primary background documents relating to staffing, organization, strategic plans, annual reports, external reviews, budget and public policy schools were made available on the Learning Portal

(*FAS Munk School and SPPG Consultations*). As well, a position paper drafted by the directors of the respective units, Professor Stephen Toope and Professor Peter Loewen, in favour of amalgamation was shared with the academic community and on the portal. Town halls led by the directors for their respective units to discuss the paper, as well as other questions were held the week of March 27 and April 3, 2017.

Following this consultation process and the decision of Dean Cameron to propose amalgamation, an earlier version of this proposal was distributed to faculty at the Munk School and SPPG in September 2017. Each School, led by their Director, held a series of internal discussions about the proposed academic restructuring over the course of a 120-day period, from September 2017 through January 2018.

All of these deliberations, input and concerns were taken into consideration by the leadership of the respective units, which has been closely involved in the drafting of this proposal. Furthermore, as an outcome of the consultation process, a committee consisting of representatives of the Dean's Office, the Munk School of Global Affairs, the School of Public Policy and Governance, and select cognate units was struck to work out details related to the prospective implementation of the proposed amalgamation.

See Appendix 2 for complete list of consultations undertaken from January to April 2017.

### 3 Academic Rationale

The strong academic case for amalgamation centres on overwhelmingly positive benefits for research, teaching and public engagement activities that accrue from leveraging the complementarity of, converging, and scaling up the respective academic enterprises. An amalgamation will serve only to strengthen and enhance the University's mission in research, teaching and societal impact, and its international competitiveness in the areas of global affairs and public policy.

#### 1. Complementarity:

- Teaching: The MPP and MGA are two jewels in Arts & Science's offerings. They provide excellent training to students—with each admitting 80-90 students each year, for a two-year program. The two degrees complement, rather than compete with, each other: public policy is a long-established field with a specific focus on the state, although it is increasingly being called upon to address the global arena; global affairs is an emerging field examining a sometimes different array of state and non-state actors. The MPP is strong on quantitative analysis and economic reasoning (with significant involvement from the Department of Economics), supporting fundamental knowledge of the policy process, and a thorough understanding of how societal factors interact with policy. Students have access to a highly effective, paid

internship program that has provided excellent training and networking opportunities, and opened doors to future employment, as well as to a strong internal mentorship program. Its alumni are principally recruited into the public service in Canada, though increasing numbers join private organizations. The MGA examines political economy and innovation in a global context, with extensive focus on international institutions, civil society and international law. The MGA likewise has an internship component, which also provides students with excellent training, networking and mentorship opportunities, and offers an important bridge to future employment. Its alumni gravitate toward the private, NGO and IO sectors, with a significant contingent going abroad. We would expect that, over time, the institutional proximity of these degree programs will bring significant benefits to the students, building even stronger programs that leverage the complementarity of the fields, and enhancing the student experience (for example, the eventual development of shared elective courses, more extensive development of internships and job placement activities, enhanced coordination with external partners in the development of dual degree programs, etc.). As importantly, it will create stronger personal and professional ties between students in the two programs, and in other graduate programs within the School. The Munk School and SPPG both have a solid record of delivering executive education programs, which are revenue generating, and there is strong potential—with the right supports in place and focus that could be effected through amalgamation—to expand and diversify the offerings.

- **Research:** A notable success of the Munk School has been that it has developed an intensive research culture within the School, as well as a highly successful model of interdisciplinary research. It also has thriving regional centres, through which contextual, nationally and regionally focused research, in multiple languages, informs global affairs. SPPG, too, has first-rate researchers, and is known for its rigorous policy-linked analysis and research. The umbrella of an amalgamated entity would be well positioned to support and enhance a combined model of interdisciplinary and multi-disciplinary collaborative research, while giving all researchers a broader public platform through which to increase the profile and impact of their research. Furthermore, there are already specific areas in which the strengths of the two units currently overlap, such as migration policy, cybersecurity and digital governance, and innovation. Other areas may emerge, defined by modes of analysis and interactions, such as citizen engagement in the policy process, technology and policy design, the regulation of the sharing economy, inequality, the future of social democracy, and the future of work. At a minimum, more opportunities for collaboration and for the dissemination of research would exist through informal and formal mechanisms created by proximity. Amalgamation thus would foster robust research activity that connects to new intellectual challenges.

2. *Convergence:* As was made clear through the consultations, we have witnessed a growing convergence in the fields of public policy and global affairs, as the lines between domestic and foreign policy, and between the public and private sectors, are becoming increasingly blurred, and as the policy environment is becoming characterized by multilateral challenges, with global roots, global



connections, or global consequences. At the same time, as political developments in Europe and America have starkly demonstrated, the national and sub-national governments of nation states remain the primary institutional vehicles of democratic politics and command most of the policy tools that must be deployed in meeting these challenges. Thus, addressing these issues requires: effective governments working with leaders across all sectors; capacity to build and nurture extensive networks that cross jurisdictional, departmental and even sovereign boundaries; and talent that is more knowledgeable about multiple disciplines, sectors and local, national and regional realities, that has the capacity to assess and manage risk, often in an accelerated time frame, and that possesses the creativity, will and ingenuity to craft innovative solutions. This requires experts who are not only trained in the core functional disciplines that professional schools offer, but also possess a deep understanding of the broader architecture of global society and the forces that shape it. Amalgamation will thus help break down interdisciplinary boundaries that are already in a state of flux: the rethinking of public policy and global affairs that can be effected in an amalgamated unit has the potential to break out of old categories and take a new and holistic approach to both local and global challenges.

*3. Scale:* While bigger isn't always better, in this case, having more faculty members and a more robust network of internal and external relationships would allow for continued curricular innovation, which is critical in a highly competitive landscape, new opportunities for research partnerships, which would extend the reach and impact of the enterprise, and even greater name recognition, which has the added benefit of bolstering student and faculty recruitment efforts. The Munk School of Global Affairs' many thriving area studies centres – the Asian Institute, Centre for European, Russian, and Eurasian Studies, Centre for the Study of the United States, and the Centre for the Study of Global Japan – and institutes will contribute to the heft of the amalgamated School, building its interdisciplinary strength (including, importantly, substantial input from the humanities), broadening its connections within and outside of the University, and furthering strong linkages between teaching, outreach and research, both academic and applied.

*4. Competitiveness:* Amalgamation would position U of T more strongly to respond to and provide national and international leadership in the context of changing geopolitical realities, and to compete with other universities. Indeed, throughout the consultations, it has been widely recognized that this is a critical juncture for the University. As the Schools and their areas of intellectual inquiry continue to evolve, and the development of academic programs respond to that natural (inter)disciplinary evolution, U of T faces the prospect and stark likelihood of having two enterprises involved in overlapping fields of academic interest. This situation will have a negative impact on prospective students, other stakeholders and partners (e.g., partnering institutions) who may be confused about the differentiation between the Schools and their programs. With amalgamation, it is expected that the global affairs and public policy enterprises will gain from the strengths of the other, resulting in virtuous circles that will transform the new entity into an intellectual and pedagogical powerhouse in the international academic landscape.

Throughout the consultation process, three models of an academic relationship between the Munk School and SPPG were considered by the leadership and other stakeholders.

### **OPTION 1: SEPARATE GOVERNANCE (STATUS QUO, NO CHANGE)**

The first option was to retain two separate entities that preserve their current EDU statuses, with potential opportunities to develop synergies in key program areas (e.g., common core courses for the Master's students) and research areas (e.g., migration policy, digital governance and social innovation), structured by the faculty and administrators responsible.

### **OPTION 2: NETWORKED OR MIXED GOVERNANCE**

This model would retain two separate entities that preserve their current EDU statuses, but identify areas for formalized interactions and collaborations to foster and leverage more connective tissue between the two units, activities which would be subject to a council of public policy and global affairs (either an Arts & Science Council or a Council of Deans that involves other divisions). Ultimately, this option was considered unwieldy, adding another layer of bureaucracy without clear and tangible benefits that could not otherwise be achieved organically in option 1 (status quo), and would effectively be an intermediary stage in an eventual evolution toward some form of amalgamation.

### **OPTION 3: AMALGAMATION (ACADEMIC CHANGE) – THE PROPOSED APPROACH**

The third model is a formal amalgamation or merger between the entities, of which two forms were considered: (1) disestablishing both the Munk School of Global Affairs (EDU:A) and the School of Public Policy and Governance (EDU:B) and establishing and naming the Munk School of Global Affairs & Public Policy as a new EDU:A; (2) disestablishing the School of Public Policy and Governance as an EDU:B and moving the programs, faculty, staff and constituent EDUs to the Munk School, which is an EDU:A. Under this scenario, the name and mandate of the Munk School would also need to be changed to reflect the expanded scope of the enterprise. Ultimately, it was felt that the first form of amalgamation would be more disruptive while achieving the same goal as the second form, and technically complex given the multiple constituents within the Munk School and their EDU statuses, and the agreement that established the Munk School.

## **4 Proposed Academic Restructuring**

The Faculty of Arts & Science proposes to disestablish the School of Public Policy and Governance (EDU:B) and move its faculty lines, staff, the MPP, undergraduate major and executive education programs, and the Mowat Centre to the Munk School of Global Affairs, which will expand its remit. We further propose that the expanded entity be renamed the Munk School of Global Affairs and Public Policy, and that the graduate unit also be renamed Global Affairs and Public Policy, to reflect the expanded remit.

The Faculty of Arts & Science, which has administrative and budgetary responsibility for both entities, will continue to have this responsibility for the restructured entity.

## 5 Relevant Information and Implications Pertaining to the Rationale

- **Governance**

Following amalgamation, the School will be renamed the Munk School of Global Affairs and Public Policy. The Master of Global Affairs (MGA) and the Master of Public Policy (MPP) will be core pillar programs.

The Munk School of Global Affairs and Public Policy will be headed by a Director appointed in accordance with the University of Toronto's *Policy on the Appointment of Academic Administrators* (PAAA). The search process for the Director will be initiated immediately following the approval of this proposal by the Governing Council. Subject to approval by Academic Board, it is expected that the Interim Director of the Munk School of Global Affairs will continue in the role of Interim Director of the Munk School of Global Affairs and Public Policy until a new Director is appointed.

As per the PAAA, the Director will have responsibility for the management of the School and for the implementation of University policy in all aspects of its operation. However, in the development and implementation of policy, the Director shall seek the advice of teaching staff through an appropriate committee structure. Members of the teaching staff of the newly established unit will be provided with opportunities to serve on committees in a manner that is appropriate, fair and transparent.

Current external advisory boards will be reviewed by the leadership of the expanded unit, and any recommendations regarding advisory boards will conform to the *Provost's Statement on the Role of Advisory Bodies*.

- **Other units:** e.g., units that do not fall under the Policy (e.g., EDU:C, EDU:D, Graduate Units, etc.)

As an EDU:D housed within SPPG, the Director of the Mowat Centre currently reports to the Director of SPPG. In the newly formed unit, the Mowat Centre will be housed in the Munk School of Global Affairs and Public Policy and the Director of the Mowat Centre will report to its Director.

There are no implications for the constituent units of the Munk School. The EDU status, name and reporting structure of the constituent centres (see Appendix 1) will remain unchanged.

- **Programs** (including undergraduate and graduate degree programs and associated offerings, e.g., collaborative specializations, certificates, etc.)<sup>1</sup>

There are no implications for the teaching programs within the Munk School of Global Affairs (see Appendix 1).

The MPP, undergraduate major and executive education programs currently under the SPPG will move to the Munk School of Global Affairs and Public Policy. As described above, the MPP will be a core pillar program alongside the MGA. Like the MGA, the MPP will have its own program director.

For the immediate future, the two degrees will operate separate internship programs with first preference given to students from the respective degrees. The Director may wish to appoint an officer to oversee the two programs.

- **Research and other activities** (e.g., continuing education, major public events, etc.)

There are no implications for the research and public engagement entities (see Appendix 1) and activities of the current Munk School.

Research grants administered by SPPG will continue to be administered under the same terms by the Munk School of Global Affairs and Public Policy.

Public engagement activities currently under the purview of the SPPG, such as the David Peterson Public Sector Leadership Lecture and the Paul Cadario Lecture in Public Policy, will fall under the purview of the Munk School of Global Affairs and Public Policy.

- **Faculty Members and Librarians**

The implications for faculty complement and complement planning are as follows:

There will be no change to the terms and conditions of appointment for faculty members who currently hold budgetary appointments in the Munk School of Global Affairs, including those with appointments in the constituent units in the Munk School. Teaching and university service duties will continue to be assigned in accordance with the Munk School of Global Affairs Unit Workload Policy.

Faculty members who currently hold budgetary appointments in SPPG, including the Director of the Mowat Centre, will have their appointments transferred to the new unit, the Munk School of Global Affairs and Public Policy. All public policy and governance graduate faculty memberships will be transferred to the renamed graduate unit of Global Affairs and Public Policy. Tenure-stream faculty members in SPPG with minority appointments will be assigned teaching and university service duties in a manner consistent with their percentage appointment in their primary departments and the Munk

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<sup>1</sup> Changes to academic program requirements and/or program closures require a separate proposal under the University of Toronto Quality Assurance Process (UTQAP).

School of Global Affairs and Public Policy. Given the alignment between the current workload policies for SPPG and the Munk School, there is no significant difference between teaching and service expectations in each unit. All other terms and conditions of appointment for faculty members holding budgetary appointments in SPPG, including the application of disciplinary norms for the purpose of tenure and promotion reviews, will remain the same.

As soon as practicable after his/her appointment, the Director of the Munk School of Global Affairs and Public Policy will establish a Unit Workload Policy Committee to establish a new Unit Workload Policy.

The remaining chairs to be funded by the Munk School endowment will be as per the terms of the 2009 agreement and will be majority appointments in the Munk School of Global Affairs and Public Policy. Complement positions currently committed in SPPG will be carried forward to the new unit; decisions about these positions will be made by the Director on the advice of a specially constituted committee and subject to the normal appointments process of the Faculty of Arts & Science.

#### *Non-budgetary cross-appointments*

All non-budgetary cross-appointments held in SPPG will automatically transfer to the amalgamated unit. As soon as practicable following the appointment of the new Director, on the advice of an appropriately constituted committee, these appointments will be reviewed and new appointment letters issued as appropriate.

- **Other Teaching Staff**

#### *Sessional Lecturers*

After the Schools merge, Sessional Lecturers in the School of Public Policy and Governance will retain their rank and corresponding entitlements in accordance with the CUPE 3902 Unit 3 Collective Agreement.

- **Other Members of the Community**

All Fellows, Senior Fellows and Distinguished Senior Fellows affiliated with SPPG will automatically transfer to the amalgamated unit. As soon as practicable following the appointment of the new Director, on the advice of an appropriately constituted committee, the status of all fellows will be reviewed and new letters relating to the status of these members will be issued.

- **Students and Alumni**

There will be significant benefits to the students arising from the amalgamation. With the amalgamation, both the MGA and the MPP degrees, which each enroll 80-90 students each year for the two-year program, will remain as they are (subject to the usual curricula review), and both will be resourced as they are. However, we expect that there will be ample opportunity for curricular discussions to take place between the program directors, and for the respective programs to continue

to evolve in a way that makes for individually stronger programs that are differentiated. At the same time, students in both degrees will enjoy expanded options since, subject to availability, the students in either degree will be able to take optional courses in the other. This arrangement now exists for the MGA and the Master's in European and Russian Affairs. With the amalgamation, existing student organizations and initiatives that are part of the SPPG and the Munk School of Global Affairs (see Appendix 3 for a full list) will come into the new entity with their current structures, with any necessary name modifications. In time, students will determine what associations, groups and points of contact across the various organizations, as well as what forms of organization and governance, would be most beneficial.

The impact on the alumni will be limited. MPP degree holders will continue to hold their degrees. They will be welcomed into the broader Munk School of Global Affairs and Public Policy community, and enjoy affiliation with the expanded unit including larger, more extensive, global alumni networks and alumni engagement programming.

- **Staff**

The amalgamation is not expected to lead to any major changes in the current overall administrative structure. However, some new appointments and/or revised job descriptions may be required to meet the objectives of the amalgamated School. Notification to all administrative staff will be done in accordance with applicable employment policies and collective agreements.

- **Budgetary & Financial**

The operating budgets of the two existing Schools and of their respective constituent Centres and Institutes are provided by the Faculty of Arts & Science. At the time of amalgamation the Faculty will combine the Munk School's and the SPPG's budgets, without reduction, to fund the new Munk School of Global Affairs and Public Policy, and the respective Centres and Institutes.

Post-amalgamation budgetary allocations will be made in accordance with the policies and practices of the Faculty of Arts and Science.

Existing donations to the SPPG and the Munk School and to their constituent Centres and Institutes will continue to be administered according to their respective terms, with adjustments as may be necessary to recognize the new amalgamated entity. Such changes will follow appropriate consultation with and agreement from donors and the academic leadership of the School.

- **Space**

No significant changes in space or facilities accompany this proposed amalgamation, although expansion is anticipated given the School's increase in student enrolment and the expansion of its faculty. The Munk School of Global Affairs and Public Policy will retain the existing sites at 315 Bloor Street West and 1 Devonshire Place.

SPPG is currently housed in the Canadiana Gallery. The overall plan for SPPG's move to University College will remain in place, but the Dean's office will work with the leadership to discuss space arrangements in light of the needs of the amalgamated entity.

All three sites, along with dedicated Munk space in the planned tower on Devonshire, will make up the Munk School of Global Affairs and Public Policy, as currently planned.

- **Agreements**

There are no MOAs, LOIs, MOUs etcetera associated with programs or units involved in the proposed academic restructuring that will be affected.

## **APPENDIX 1 – List of Constituent Entities at the School of Public Policy and Governance and the Munk School of Global Affairs**

### **School of Public Policy and Governance**

#### *TEACHING PROGRAMS*

- Major in Public Policy, H.B.A.
- Master of Public Policy
- Combined Degree Program: Law, Juris Doctor / Master of Public Policy

#### *EXTRA-DEPARTMENTAL UNITS*

- The Mowat Centre (EDU:D)

#### *OTHER RESEARCH, TEACHING AND OUTREACH*

- Cadario Lecture in Public Policy
- David Peterson Leadership Series
- Digital Governance and Public Analytics Initiative
- Executive Education programming
- Foreign delegation programming
- Local Parliament Project
- Ontario 360/Open Source Policy Initiative
- Professional Education programming

### **Munk School of Global Affairs**

#### *TEACHING PROGRAMS*

- Major & Minor in American Studies
- Dr. David Chu Major & Minor in Contemporary Asian Studies
- Major in European Studies
- Minor in European Union Studies
- Major & Minor in Hungarian Studies
- Specialist & Major in Peace, Conflict and Justice
- Minor in South Asian Studies
- Munk One (course cluster)



- Master of Arts in European and Russian Affairs
- Master of Global Affairs
- Dual Degree: Master of Global Affairs (University of Toronto) / Master of Public Policy (Sciences Po)
- Combined Degree Program: Law, Juris Doctor / European and Russian Affairs, Master of Arts
- Combined Degree Program: Law, Juris Doctor / Master of Global Affairs
- Combined Degree Program: Management, Master of Business Administration / Master of Global Affairs
- Collaborative Master and Doctoral Specializations in South Asian Studies
- Collaborative Master's Specialization in Contemporary East and Southeast Asian Studies
- Collaborative Graduate Specialization in Ethnic & Pluralism Studies

#### Not-For-Credit Certificates

- Fellowship in Global Journalism
- Guangdong Civil Servants Training Program
- Global Ideas Institute Munk School of Global Affairs (in association with University of Toronto Schools, Learning Partnership Canada, Rotman IThink Initiative)

#### *EXTRA-DEPARTMENTAL UNITS*

- Asian Institute (EDU:C)
- Centre d'étude de la France et du monde francophone (EDU:C)
- Centre for European, Russian, and Eurasian Studies (EDU:B)
- Centre for South Asian Studies (EDU:D)
- Centre for the Study of Global Japan (EDU:D)
- Centre for the Study of Korea (EDU:C)
- Centre for the Study of the United States (EDU:C)
- Trudeau Centre for Peace, Conflict and Justice (EDU:D)

#### *OTHER RESEARCH, TEACHING AND OUTREACH*

Central Asia Program  
Centre for Southeast Asian Studies  
Citizen Lab  
Digital Public Square  
Environmental Governance Lab  
G8/G20 Research Group  
Global Ideas Institute  
Global Justice Lab

Global Migration Lab  
 Global Summitry Project  
 Global Taiwan Studies Program  
 Halbert Exchange Program, Humanities Initiative  
 Hellenic Studies  
 Initiative in New Configuration of Global Governance, Economy and Society  
 Innovation Policy Lab  
 Institute of Municipal and Finance Governance  
 Islam and Global Affairs Initiative  
 Joint Initiative in German and European Studies  
 Lionel Gelber Prize  
 Nordic Studies  
 Petro Jacyk Program for the Study of Ukraine  
 Program on Global Health Diplomacy  
 RF Harney Program in Ethnic, Immigration and Pluralism Studies  
 Reach Project  
 Andrea and Charles Bronfman Chair in Israeli Studies  
 Urban Climate Resilience in Southeast Asia Partnership

## APPENDIX 2 – List of Consultation Meetings

### A. Group Meetings

1.	The Munk School of Global Affairs – Faculty with full and partial appointments; senior academic leadership	January 20, 2017
2.	The School of Public Policy and Governance (SPPG) – Faculty with full and partial appointments; senior academic leadership	January 20, 2017
3.	The Munk School of Global Affairs – Faculty with full and partial appointments	January 27, 2017
4.	The Munk School of Global Affairs – All academic administrators; non-budgetary cross-appointed faculty	January 27, 2017
5.	SPPG – Faculty with full and partial appointments	January 27, 2017
6.	SPPG – All academic administrators; non-budgetary cross-appointed faculty	January 27, 2017
7.	The Munk School External Advisory Board	January 30, 2017
8.	SPPG External Advisory Board	February 10, 2017
9.	Asian Institute – Faculty	February 16, 2017
10.	Centre for European, Russian and Eurasian Studies – Faculty	March 24, 2017
11.	Chairs of Cognate Units	March 24, 2017

12.	The Munk School of Global Affairs Town Hall*	March 30, 2017
13.	SPPG Town Hall*	March 31, 2017
14.	Centre for the Study of the United States – Faculty	March 31, 2017
15.	The Munk School of Global Affairs Town Hall*	April 6, 2017
16.	SPPG Town Hall*	April 7, 2017
17.	Mowat Centre	April 26, 2017
18.	SPPG – Graduate Students	April 27, 2017
19.	The Munk School of Global Affairs – Graduate Students	April 28, 2017

\*Facilitated by the Director of the School

B. One-on-One Meetings

Twenty-eight one-on-one or small group meetings were held with individuals affiliated with the Munk School of Global Affairs and the School of Public Policy and Governance, between January-April 2017.

**APPENDIX 3 – Student Organizations and Initiatives at the School of Public Policy and Governance and the Munk School of Global Affairs**

**SPPG**

- Beyond the Headlines
- Ford + SPPG Conference
- Public Good Initiative
- Public Policy & Governance Review
- SPPG Students’ Association
- Gender, Diversity and Public Policy Initiative
- Spectrum
- Policy Innovation Initiative
- Case competition groups

**Munk School of Global Affairs**

- Asian Pathways Research Lab (APRL)
- Canadian Centre for the Responsibility to Protect (CCR2P)
- China Open Research Network (CORN)
- Contemporary Asian Studies Student Union (CASSU)
- Insights through Asia Challenge
- Interrogating Notions of Development and Progress (INDEPTH)
- Munk One Case Competition

Munk One Social Incubator  
Re:Locations: Journal of the Asia-Pacific World  
Synergy: The Journal of Contemporary Asian Studies  
Graduate Research Conference Steering Committee  
CERES Graduate Students' Union  
European Studies Students' Association  
Eurasiatique Student Journal  
Global Conversations  
Master of Global Affairs Student Association (MGASA)  
MGgAy: Munk School LGBTQ+ Support Group  
The Global Risk Observatory (GRO)  
Peace Conflict & Justice Society  
Peace Conflict & Justice Student Conference  
Rapoport Journal of Peace, Conflict and Justice  
The American Studies Students' Society

**APPENDIX 4 – Policy and Procedures for Faculty and Librarians on Academic Restructuring**

Please see the appended document.



# UNIVERSITY OF TORONTO

University of Toronto  
Governing Council

## **Policy and Procedures for Faculty and Librarians on Academic Restructuring**

February 26, 2015

To request an official copy of this policy, contact:

The Office of the Governing Council  
Room 106, Simcoe Hall  
27 King's College Circle  
University of Toronto  
Toronto, Ontario  
M5S 1A1

Phone: 416-978-6576

Fax: 416-978-8182

E-mail: [governing.council@utoronto.ca](mailto:governing.council@utoronto.ca)

Website: <http://www.governingcouncil.utoronto.ca/>

## **Policy and Procedures for Faculty and Librarians on Academic Restructuring**

This Policy is consistent with and supports the University's commitment to collegial processes for academic planning and consultation on various matters that include faculty and librarians and include students and staff and other interested members of the University community. Within the wide scope of such collegial processes and consultations there is a need for a specific process for faculty members and librarians dealing with Academic Restructuring as set out below.

1. Academic Restructuring must include the opportunity for the meaningful involvement of faculty members and librarians.
2. From time to time, Divisions, Faculties, Departments, Institutes, Centres or Schools with Extra Departmental Unit A or B status, and Colleges where the primary appointment of a faculty member is held within the College (collectively "Academic Units")<sup>1</sup> are disestablished, amalgamated, or relocated from one campus to another campus. In a university setting, this is normal and necessary to the evolution of the institution and is vital to maintaining a standard of excellence in teaching and research. This Policy applies to the disestablishment, amalgamation, or relocation from one campus to another campus of Academic Units requiring the recommendation or approval of the Academic Board, the Executive Committee of Governing Council or the Governing Council as the case may be (referred to hereinafter as "Academic Restructuring").
3. While all University constituencies have an interest in Academic Restructuring, the direct and meaningful involvement of faculty and librarians requires that they bring their academic expertise to bear on shaping the conditions under which they perform their activities and duties.
4. A proposal for Academic Restructuring may only be sent for approval by University Governance bodies provided that the procedures in this Policy have been followed.
5. Prior to an Academic Restructuring being proposed, faculty members and librarians of potentially affected Academic Units must have had a reasonable opportunity to participate in a collegial, inclusive and deliberative process in which the context and parameters of potential Academic Restructuring could be explored and during which their input was sought. This includes Academic Unit self-study prior to any required external review.
6. If, following the process described in paragraph 5, an Academic Restructuring is proposed, the proposal must be accompanied by a clear academic rationale in relation to the University's overall mission and the relevant Academic Units' academic priorities and objectives, including explicit consideration of alternatives. The proposal shall also consider and include relevant information and implications, including budgetary and financial. Information pertaining to the rationale for a proposed Academic Restructuring shall be made

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<sup>1</sup> For the purposes of this Policy the Central Library, the UTM Library and the UTSC Library will be treated as "Academic Units" and references to "faculty" in this paragraph will be deemed in those units to be references to "librarians".

available to all faculty members and librarians of the Academic Units for which Academic Restructuring has been proposed.

7. All faculty members and librarians of Academic Units for which Academic Restructuring has been proposed must be notified in writing no less than 120 days before the proposal is to enter formal processes of University Governance for consideration. During that period of time, the Academic Unit head shall establish and communicate a process to engage unit faculty members and librarians in collegial discussion. In consultation with the faculty members and librarians of the unit, the Academic Unit head shall be given the opportunity to propose academically sound and fiscally responsible alternatives to the academic administrator proposing the Academic Restructuring for their consideration.
8. In addition, in the case of the proposed establishment of a new Academic Unit or in the case of a proposed program that establishes significant new academic directions for a Faculty or which is anticipated to have a substantial impact on relationships amongst divisions or with the public, reasonable efforts will be made to ensure that faculty and librarians in affected or cognate Academic Units have been given the opportunity for meaningful consultation, prior to a final decision being made.
9. Nothing in this Policy shall constrain the existing rights of faculty and librarians to make representations before all relevant levels of decision-making in University Governance.