



UNIVERSITY OF TORONTO

**Graduate Program Proposal**

Master of Public Policy Program

in the

School of Public Policy and Governance

April 2006

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## Executive Summary

### Academic

The Master of Public Policy (MPP) degree is a new professional program offered through the School of Public Policy and Governance, to be established formally as a graduate unit within the Faculty of Arts and Science in July 2006. Drawing on the established strengths and research accomplishments of faculty across the University's three campuses, the MPP program will facilitate new, collaborative scholarship, teaching and exchange. The MPP will be offered as a 20-month program with an eight-month advanced standing option, both featuring core instruction on a small-group, cohort-based model. Students will take elective courses within two fields of specialization (domestic and global), each of which cuts across policy sectors. In each stream, students may choose electives in a variety of policy sectors, such as health, education, cities, and environment. Integrating seminars, led by academics and bringing in visiting public sector leaders, and Internship placements will be further defining features of the program.

The objective of the MPP program is to prepare professionals and leaders for the next generation of policy challenges characterized by increasing complexity due to such factors as: the cross-cutting nature of policy issues; unprecedented public demand for transparency and accountability; technologies that enhance access to information and reduce time frames for decision making cycles; and the changing roles of politicians, public servants and the public in policy making. This objective is achieved through a program structure that brings together scholarship with real life exchange with the world of public policy. The program will attract students who aspire to work in senior roles in government, the broader public, private and community sectors, or internationally.

The Master of Public Policy designation is used internationally by programs with similar content and objectives. The U of T MPP constitutes a distinctive offering in Canada, where Master of Public Administration (MPA) programs are the norm. The intellectual centre of gravity for the U of T MPP lies in policy analysis and development within complex public organizations and policy networks. It includes a strategic approach to the implementation of policy that emphasizes the importance of focusing on objectives, and on linkages across sectors and organizations both within and beyond government.

The MPP proposal has been developed through extensive external consultation and through consultation with Deans and Chairs of the graduate departments of Economics, Geography, Health Policy Management and Evaluation, History, Information Studies, Philosophy, Political Science, Sociology and Theory and Policy Studies. Consultation with the relevant senior administrators has also been conducted.

The MPP is one of five interdisciplinary academic priorities identified in the University's *Stepping Up* plan for support at the institutional level. Drawing on existing graduate faculty members in the participating units, it will foster inter-disciplinary collaboration. Participating departments will be fully compensated; this will allow for new appointments and visitorships, thereby enriching current program offerings.

### Planning and Budget

The resources necessary to offer the program (four academic FTE for cross-appointments of senior faculty as well as two FTE staff support) will be provided by a combination of funding from the Academic Initiatives Fund and tuition and BIU revenue generated by student enrolment.

### Space and Facilities

Beginning in 2007/8, the 20-month MPP has a planned intake of 20 new students annually; the eight-month advanced standing option will admit 10 students annually, beginning in 2008/9. The School will be located in the Sigmund Samuel Canadiana Building on the St. George campus; this building is being renovated to meet the needs of the MPP program.

Faculty, students, visitors and staff will work in a wireless networked environment taking advantage of the existing U of T Campus network. Students and faculty will have access to the analytic software provided through computing for Humanities and Social Sciences (CHASS). The School, in collaboration with University Libraries, is committed to supporting the faculty's research initiatives.

### **Students**

Students will have access to all the facilities and services available to graduate students at the University of Toronto on the same terms and conditions. Students will be subject to the all applicable University policies and procedures relating to graduate students. Students are eligible for external scholarships, and fundraising will be targeted to enhance this support.

## **2 Academic**

### **2.1 Description and rationale for the proposal**

#### **2.1.1 Description of proposed program**

The Master of Public Policy (MPP) degree at the University of Toronto is a new professional program offered through the School of Public Policy and Governance to be established formally on July 1, 2006. The School will be an interdisciplinary graduate unit, administratively housed in the Faculty of Arts and Science, and will be governed by a Council of Deans representing the principal participating units. Participating units, listed below, have agreed to cross-appointments of senior faculty to teach in the School's core offerings and/or to make existing course offerings accessible to MPP students as electives. By the time of the OCGS approval, the School will have the authority, within the University's policies and procedures, to offer stand-alone graduate programs.

The School will thus integrate and build upon the established strengths and research accomplishments of faculty across the University's three campuses while facilitating new collaborative scholarship, teaching and exchange. Participating units in the MPP program (core and elective elements) include the following faculties: Arts and Science, Law, Rotman School of Management, Medicine, OISE/UT, Social Work, Information Studies, Applied Science and Engineering, as well as UTSC (Public Management) and UTM (Healthy Cities Initiative) and established interdisciplinary centres, notably the Centre for International Studies and the Institute for Policy Analysis within the School of Graduate Studies. In addition, linkages are being developed with new interdisciplinary initiatives (Environment, Cities, Ethics, Information and Knowledge Practices, Arts and Culture,).

The Master of Public Policy program is premised on the central importance of marrying expertise in particular sectors and dimensions of policy with the inter-disciplinary and cross-sector research, analysis, discourse and negotiation that are critical to real life policy development and decision-making at the senior levels of government and to policy implementation. It draws upon leading faculty in the units identified above to provide focused, policy relevant expertise and teaching.

The MPP program will be offered as a 20-month program with an eight month advanced standing option and will be aimed at building competencies in those who aspire to work in senior professional or leadership roles in government, the broader public, private or community sectors, or internationally. In both formats, the program will offer core instruction on a small-group, cohort-based model. Students will also access elective courses offered by participating departments and faculties in two fields of specialization, Social and Economic policy (domestic), and Global Public Policy.

Integrating Seminars, led by academics working with senior public sector leaders, and Internship Placements will be further defining features of the program.

The School will be established as an extra-departmental unit with its own budget and the authority to offer academic programs, enroll students and administer research grants. The appointment of the Director will follow the University's Policy on the Appointment of Academic Administrators. The Director will report

administratively to the Dean, Faculty of Arts and Science and academically to a Council of Deans chaired by the Dean, Faculty of Arts and Science. The Council will oversee all critical academic decisions, including major program changes. The Director will in addition establish a Program Committee to deal with admissions and curriculum development on an on-going basis.

An External Advisory Board, drawn from senior leaders in business, government, academia and the community will provide strategic advice and perspective on the development of the School and the preparation of students to take on future leadership roles in their career.

### **2.1.2 Rationale for proposal**

The public policy challenges of the 21<sup>st</sup> century require new forms of education for public service. The policy environment is changing at an increasingly rapid pace, driven by such factors as: the complex and cross-cutting nature of policy challenges (such as the impacts of demographic change and the turbulence of the global environment); a growing emphasis on more open, accountable, responsive and inclusive policy processes; burgeoning information technologies; and changing expectations about the roles of politicians, public servants, groups and individuals in policy making. The understanding of the role of government is coming to focus less on the management of large-scale operations (although that will continue to be an important dimension of some areas of government activity) and more on the strategic pursuit of public objectives through a variety of means. Across jurisdictions there is a growing understanding of the need to build the professional and academic capacity necessary to address these policy problems. New analytical, interpretive and implementation abilities are needed, characterized, for example, by the ability to use research and evidence effectively in policy-making, to design and manage new forms of public dialogue and engagement in the public interest, and to assess and manage risk.

The objective of the MPP program is to prepare new professionals and leaders for this next generation of policy challenges. This objective is achieved through a program structure that brings together scholarship across disciplines and real life exchange with the world of public policy.

The scope of enquiry will embrace the full cycle of policy-related questions from policy development through governance and accountability to policy implementation. While there are no sharp dividing lines, schools of public policy and of public administration typically find their center of intellectual gravity at different points along this range. The center of gravity for the U of T MPP will be toward “policy development”, with an emphasis on integrating research, analysis and evaluation of policy problems and responses, and on mobilizing this knowledge to influence and shape policy choices and strategic implementation options.

The U of T MPP thus constitutes a distinctive offering in Canada, where Master of Public Administration (MPA) programs are the norm (with the sole current exception being the newly established MPP at Simon Fraser University), and is more similar to Master of Public Policy programs at major universities in the United States. A recent Institute of Public Administration of Canada survey (Appendix A) demonstrates that about half of the Canadian programs are offered by self-standing units within the university (the rest are located within discipline-based departments). One of the strengths of this model is that students pass through the core requirements as a small cohort, promoting an interdisciplinary perspective, increasing collegiality and laying the basis for diverse, life-long networks. The proposed professional MPP at the University of Toronto follows this interdisciplinary cohort-based model but is distinguished in addition by: the breadth and depth of its interdisciplinary and cross-sector research and teaching resources; the opportunity for students to choose to examine cross-cutting policy issues from either a Canadian/North American or International perspective; and a forward-looking curriculum that develops professional and leadership competencies in both the analysis and strategic management of public policy. The Integrating Seminar and the Internship components will create further synergy between research, theory and practice and create a distinctive learning environment.

The closest Canadian comparator to the U of T MPP in terms of substantive content is the Queen’s MPA, which focuses on public policy within a more traditional MPA format. The two-year U of T program offers a larger suite of both core courses and electives than does the one-year Queen’s program. The U of T

program is also distinct in its emphasis on cross-sector analysis and linkage. While the Queen's program includes separate concentrations of electives in specific fields such as health policy, defense management, the third sector, social policy and global governance, electives within the U of T program are chosen within two fields (domestic and global), each of which cuts across policy sectors.

In terms of public management, whereas the Queen's program focuses on general management and public administration, the University of Toronto program is concerned specifically with policy implementation, or the strategic deployment of people and resources to achieve public policy purposes. Situated in Toronto and the GTA, the MPP program and the School's parallel outreach programming (exchanges, events, symposia, etc.) are designed to readily connect government, business, professional and community sector leaders, and international visitors with students and faculty so that learning is grounded in both theory and practice. Unlike Queen's, Toronto's program includes a mandatory internship component (Sec. 2.7.2) as an integral part of the program, to build the student's understanding of the environment of public policy-making, to develop further the functional and personal skills required for success in a professional environment, and to provide a bridge to employment.

A fuller comparison of the U of T MPP in an Ontario and Canadian context is contained in Appendix A.

In summary, the University of Toronto MPP is distinctive in its orientation to the new world of public policy, where it is recognized that relevant policy capacity resides both inside government and external to it. The U of T MPP focuses on the skills appropriate to this evolving context, such as integrated thinking, translating research into practice; strategic communications, conflict resolution and networked governance -all critical to the profession of public policy. Like leading US and international schools, the U of T School of Public Policy and Governance is positioned to prepare leaders for the future and to generate policy and policy implementation ideas for contribution to a broader public debate.

## **2.2 Pedagogical and other academic issues, including expected benefits of the proposed program**

The MPP is conceived as a small, cohort-based professional program offered as a 20-month program with an eight-month, advanced standing option. As noted above, the breadth and depth offered in the MPP will be unique in Canada and will be developed over the next five to ten years to be competitive with the best policy schools internationally. Seen in both national and international perspectives, the MPP will offer to students not only the standards of quality associated with the University of Toronto but also a distinctive Canadian perspective.

The academic program recognizes the importance of understanding the trends and issues affecting major policy sectors, while highlighting and responding to the cross-disciplinary and cross-sector analysis, discussion, negotiation and conflict resolution that increasingly are the hallmarks of public policy making. The MPP program will expose students to the best of cross-sector and cross-disciplinary thinking. Senior faculty with research and teaching interests in public policy, and senior policy makers, both civil servants and elected officials, will co-teach integrative seminars. All students will engage in collaborative projects; two-year students will complete hands-on internships as part of the program.

The MPP program will produce graduates well equipped to become senior policy professionals and leaders in demand now and for the next generation of policy challenges

## **2.3 Projected student demand**

Ontario has lagged behind comparable jurisdictions in the United States in providing graduate education, especially at the master's level. In recognition of this gap, and in recognition of increased demand for advanced education that will result from the flow-through of Ontario's 2003 "double-cohort" of high school graduates, as well as underlying demographic changes, the Government of Ontario provided funding in its 2005 Budget for an increase of 12,000 students in 2007-08 and 14,000 by 2009-10. The launch of the

MPP program in 2007 will benefit from the double cohort surge, as well as the sustained demand for graduate education thereafter.

More specifically, the design of the proposed MPP has benefited from discussions, brainstorming sessions and focus groups with senior members of the Ontario Public Service, the federal public service, the City of Toronto and GTA municipalities, students, young professionals and potential partners in the private and third sectors. A full listing of consultations can be found in Appendix B.

These consultations will continue. To date they have demonstrated strong and widespread interest in and demand for participating in the MPP and in the School’s outreach activities. This interest reflects the well-documented challenges of renewal of talent in large public sector organizations when demographic and hiring trends are producing an aging work force, when the role of government is changing, and when there is need for a new curriculum to equip students with the skills and competencies for the 21<sup>st</sup> century policy environment.

As the only MPP program in Canada except for that offered at Simon Fraser University in Vancouver, the proposed program fills a significant gap. The strong demand for Toronto-based graduate programs oriented to the public sector is further demonstrated by the recent response to the first round of applications for Ryerson’s new program in public administration (over 300 applicants for approximately 30 positions). We expect our intake will remain steady at twenty students per year for the 20 month program and 10 students per year for the advanced standing option, for a total enrollment in steady state of 50 students for the first five years. The cohort size is much smaller than those in most MPP programs, and may expand over time if resources permit. We fully anticipate filling all 20 places in our incoming class based on discussions with potential employers, junior professionals and students regarding the demand for training in public policy. Our budget permits us to launch with a full course offering for a complete incoming class and we believe a cohort of 20 is the ideal size for group research projects and seminar discussion.

**TABLE 1**

<b>PROJECTED INTAKE AND ENROLMENTS</b>										
<b>Master’s (M) and Doctoral (D) Programs</b>										
<b>YE</b>	<b>FULL-TIME</b>				<b>PART-TIME</b>				<b>TOTAL ENROLMENT</b>	
	<b>Intake</b>		<b>Enrolments</b>		<b>Intake</b>		<b>Enrolments</b>		<b>M</b>	<b>D</b>
	<b>M</b>	<b>D</b>	<b>M</b>	<b>D</b>	<b>M</b>	<b>D</b>	<b>M</b>	<b>D</b>		
<b>2007/08</b>	20		20		0		0		20	0
<b>2008/09</b>	30		50		0		0		50	0
<b>2009/10</b>	30		50		0		0		50	0
<b>2010/11</b>	30		50		0		0		50	0
<b>2011/12</b>	30		50		0		0		50	0
<b>2012/13</b>	30		50		0		0		50	0
<b>2013/14</b>	30		50		0		0		50	0

## **2.4 Impact on the Department's and Division's program of study, including impact on other divisions**

The MPP is designed around the premise that good public policy is the product of informed debate and exchange of ideas across disciplines, sectors and institutions. The MPP draws upon and serves to unify the multiple clusters of policy-oriented research across the University's three campuses. The MPP is one of five interdisciplinary academic priorities identified in the University's *Stepping Up* plan for support at the institutional level. Organized on a networked, interdisciplinary model, the MPP will integrate and build upon existing University of Toronto strengths through both its core curriculum and elective components. Some core courses (MPP1006H and MPP2000F below) will be offered by or shared with other divisions. Graduate faculty members participating in the core instruction of the MPP will be cross-appointed from the participating graduate units; and those units will accordingly be compensated from the budget of the School. As the MPP program is further developed in the future as resources permit, additional elective courses offered by the School will be available to graduate students in other divisions. Other elements of the School's programming, such as conferences and symposia, will be open to students and faculty across the University of Toronto.

## **2.5 Evidence of consultation with other affected divisions**

The MPP proposal has been developed through consultations outlined in Section 2.3 and Appendix B. Participating units have committed faculty to teaching in the core components of the program, as well as to the accessibility of existing courses as electives for MPP students. The MPP is unanimously supported and recommended by a Steering Committee of Deans (see Appendix B for members). The School will be administratively housed in the Faculty of Arts and Science. In addition to the members of the steering committee, consultations have been held with the Chairs of the Graduate Departments of Economics, Geography, Health Policy Management and Evaluation, History, Information Studies, Philosophy, Political Science, Sociology, and Theory and Policy Studies. A focused market survey to further assess student demand for the program will be conducted in Spring 2006.

## **2.6 Appropriateness of the name and designation of the new program**

The Master of Public Policy (MPP) designation is used internationally by programs with similar content and objectives (for example, Michigan's Ford School of Public Policy; Chicago's Harris School of Public Policy Studies, California (Berkeley's) Goldman School of Public Policy, Princeton's Woodrow Wilson School of Public and International Affairs, Harvard's Kennedy School of Government). The intellectual centre of gravity for the U of T MPP program lies in policy analysis and development within complex public organizations and policy networks. It includes a strategic approach to the implementation of policy that emphasizes the importance of focusing on objectives, and on linkages across sectors and organizations both within and beyond government. While the MPP includes core courses common to most MPA/MPP programs (e.g., governance and institutions, policy process, economic and quantitative analysis), it also places special focus on the social context of policy making (including values, ethics, diversity), the role of information, and the international context of public policy. Furthermore, it offers policy-oriented electives from a broad range of policy sectors, as well as integrating seminars designed to address issues of relevance across policy sectors.

## **2.7 Program description and requirements, course titles/numbers, faculty members**

### **2.7.1 Program description and requirements**

- Admission requirements

As per SGS general regulations, a four-year University of Toronto bachelor's degree with at least a B+ standing overall in the final year, or its equivalent from a recognized university, is required for admission to



the 20-month program. The program is open to students of all disciplinary backgrounds. A basic competency in mathematics and a basic understanding of the Canadian political system are assumed. Students without such preparation should consult with the program director. University level courses in these areas are not required for admission.

The admission requirements for the eight-month advanced standing option are at least B+ standing in a second entry professional or graduate degree providing preparation equivalent to the first year of the 20 month MPP program, such as a Master's program in public administration, political science, sociology, economics, or business administration. The Director will decide on appropriate equivalency. In addition, students will be expected to have work experience.

It is essential that all incoming graduate students have a good command of English. Facility in the English language must be demonstrated by all applicants outside Canada whose primary language is not English, as set out in the SGS calendar.

- Program requirements

In the first year students will take 8 core half courses and 1 integrating seminar worth one half course, for a total of 4.5 full course equivalents.

In the second year students will take 1 core half course, 2 integrating seminars each worth one half course, and 5 half course electives, for a total of 4 full course equivalents.

The 20-month program also includes a mandatory internship (worth one full course), which can be completed either in the intervening summer, or over the course of the second year. As a component of the internship, students must prepare a written research report, under the supervision of a faculty member, providing an original analysis of the policy and/or organizational issues dealt with during the internship.

Students will be evaluated with a combination of examinations, term papers, and group projects, as appropriate to the each course. In addition students will be graded by their faculty supervisor on their internship research report, on a credit/no credit basis (details set out in section 2.7.2).

Courses are offered once a year. Consistent with University policy, students who must withdraw from the program temporarily may rejoin it at the appropriate time in the cycle.

- Advanced Standing:

Students with graduate education equivalent to the first-year core courses as well as work experience rendering the internship unnecessary may be admitted with advanced standing. Such students will take 1 core half course, 3 half course integrating seminars, 1 intensive integrating seminars offered in modular format worth one half course, and 5 half course electives, for a total of 5 full course equivalents. Linked to the integrating seminars, students will be required to prepare a team based policy analysis during the course of the 8 months.

- Part time

The program will not be offered on a part time basis initially.

## **2.7.2 Course titles/numbers**

### **MPP1000H Governance and Institutions**

This course examines the rules, both formal and informal, that govern the relationships among actors in the policy process in a variety of settings and jurisdictions, in the context of competing interests and multiple priorities. It considers the factors that affect the development and evolution of those rules, and how different institutional frameworks meet the tests of democracy, conflict management, effective governance and accountability, and capacity to respond to policy challenges. The course will provide an

overview of current issues in Canada, including the dynamics of multi-level governance, evolving legal frameworks including the role of the courts and the growing emphasis on transparency and oversight, and will explore options for reform. Required of all first year students.

### **MPP1001H The Policy Process**

The public policy challenges of the 21<sup>st</sup> century require policy-makers to see issues from multiple perspectives – not only from the perspective of the state, but also from the perspective of others whose actions will be essential to the achievement of collective goals. They also need a view that spans sectors—to understand how actions taken in one policy sector have impacts in others, and how certain big challenges, such as safety and risk assessment, and big objectives, such as improving health status or prosperity, require complementary actions to be taken in many sectors. Meeting these challenges requires skills not only of analysis and evaluation, but also of negotiation, contracting, conflict resolution and consensus building, and an appreciation of how actions taken in different policy arenas are themselves inter-connected.

This seminar course examines how policy is developed through networks. It examines how issues emerge, priorities are established, and agendas are set and managed. Factors to be considered include the potential and the limits of rational actor models in the real world of policy-making, the role of bureaucratic and political actors, organized interests and advocacy groups, and the potential for new models and options for the engagement of stakeholders and citizens at large. In addition, the course will examine issues that will be further considered in integrating seminars, such as the impact of media, the shifting and blurring of the boundary between public and private sectors; the role of science and academic research in public policy; conflict resolution, and attitudes toward risk.

Through collaborative research projects, students will develop skills in issue tracking, priority setting, agenda management, and framing and presentation of policy proposals. Required of all first year students.

### **MPP1002H Microeconomics for Policy Analysis**

This course covers the principles and techniques of micro economic theory that are most useful in analyzing economic aspects of public policy. It considers economic incentives and organizations; models of economic behavior; the operation of markets; the price system and how it works; the consequences of market failure and interventions in markets; and policy objectives and instruments. Students will explore current economic research relevant to key areas of public policy and will have an opportunity to apply economics to policy issues such as taxation, subsidy programs, education and health policy, and labor markets. Calculus is not required, but a good grasp of algebra is necessary. Required of all first year students.

### **MPP1003H Macroeconomics for Policy Analysis**

This course examines the working of the aggregate economy. It aims to understand the key determinants of business cycle fluctuations and of development and long-run growth. Focus is on current economic research on the determination of macroeconomic variables such as output, employment, prices, and the interest rate—in the short, medium, and long run, and addresses a number of policy issues. In addition, it covers the role of employment, productivity, trade and fiscal deficits, inflation, interest rates and exchange rates. The emphasis of the course is on the impact of government policies on the macro economy. Required of all first year students.

### **MPP1004H Quantitative Methods for Policy Analysis**

The central objective of this course is to learn how to analyze and assess empirical social science research. The course will examine practical applications of empirical methods to real-world public policy issues. It will cover probability theory, statistics, and decision analysis, with a focus on the sensible application of methods to deal with empirical problems when working with real-world data. The course will provide a background on issues that arise when trying to uncover important relationships in social science. Students will learn to distinguish good and poor quality empirical research. Policies and programs in a

broad range of areas will be examined, including health, criminal justice, education, welfare and poverty, and development. By the end of the course, students should have a firm grasp of the types of research designs that can lead to convincing analysis and be comfortable working and researching with small and large-scale datasets. Required of all first year students.

**MPP1005H The Social Context of Policy-making:**

The policy process takes place in the context of complex social environments often characterized by competing values and beliefs. This course explores how policy processes and frameworks need to be evaluated in light of the social context in which they are developed. Factors to be considered include the interplay between public values and expectations and public policy; the implications of cultural diversity and demographic change, and understandings of ethical principles of conduct in public organizations. Required of all first year students.

**MPP1006H/ POL2228H Globalization, Internationalization and Public Policy**

This course focuses explicitly on the implications of ongoing developments in the international political economy for the processes and substance of policy-making. In addition to forming part of the MPP core, it is open to MA and PhD students in political science who seek expertise in theories of public policy making in order to understand the policy-making implications of internationalization and globalization.

The course draws on theoretical and empirical literature to shed light on two matters. First, it addresses the implications for domestic policy making of an increasingly global economy, shifts in political decision-making to international settings, and the growing influence of transnational actors. Second, it examines the phenomenon of global public policies and global policy-making. Required of all first year students.

**MPP1007H Putting Policy into Action: Strategic Implementation of Public Objectives**

This course provides students with contemporary analytical frameworks and techniques useful for implementing public policy and managing organizational performance to achieve policy objectives. It examines how public organizations realize their distinctive competencies within an evolving context in which the role of government is being redefined, and how these competencies are enhanced through appropriate management of people, capabilities, networks and resources. The course may include comparative analysis of public organizations in different jurisdictions and contexts, and with different mandates. Through lectures, case studies and projects, students will build knowledge and skill in areas such as strategic analysis, performance measurement and management, organizational structure, networks and alternative delivery models, project management and organizational learning and change. This is a foundational survey course that also facilitates student participation in the Integrating Seminars and their Internship placement. Required of all first year students.

**MPP 2000H/FIS 1210H Information and its Social Contexts**

This course provides students with an understanding of the economic, political and sociological dimensions of an information-rich environment, including the historical development of information studies, knowledge production, issues of control versus free flow of information (such as intellectual freedom, intellectual property rights, and public policy), the social organization and distribution of knowledge, and ethical and legal aspects of information services. Required of all second year students and those in the eight-month advanced standing option.

**MPP 2001H, 2002H, 2003H Integrating Seminars –Current Issues/Problems in Public Policy and Practice**

These seminars provide students with new ways of thinking about critical issues in public policy and policy implementation. Led by academic faculty, each seminar will meld theory and practice through the participation of visiting fellows or guest lecturers drawn from the senior ranks of the public service or others in public life. Specific topics will change periodically, drawing on the School's research on critical issues in Canada and internationally and on students' needs to acquire a practical understanding of

management and leadership challenges in a complex public policy context where the issues cut across sectors, disciplines and interests.

The seminars focus on developing the newer skills and competencies that increasingly are the hallmark of professional policy practice, such as: the ability to translate research-based evidence into policy making; designing new forms of public dialogue and engagement; assessing and managing costs and risks; understanding the impact of the media and new communications technologies; building trust and collaboration; resolving conflict. Required of all first and second year students

### **MPP 2004H Policy Spotlight**

This seminar will provide a deeper understanding of the complexity of policy decision-making by bringing together external researchers, policy makers, faculty and students to examine critical and timely issues in key sectors of public policy, for example: health care, education, the environment, cities, social development and public finance. It will be offered in a modular format.

Required only of advanced standing students.

### **MPP2006Y The MPP Internship**

Students in the 20-month program are required to complete a policy internship between the first and second year of study or as otherwise tailored to meet the needs of the student and of the placement setting. Under faculty supervision, the internship allows students to apply their knowledge to significant problems in the public, private or non-profit sectors and provides students the opportunity to develop and enhance skills in areas of professional interest. The internship helps students clarify their career direction, gives perspective on classroom learning, and assists students in gaining experience and establishing networks of great value in securing employment after graduation.

Internships may be volunteer or paid work experiences that relate to any aspect of policy planning, analysis, decision-making and implementation. School staff work individually with students to identify and secure internships appropriate to their program and their career needs and goals. All students will be placed. For example, discussions are underway with the Ontario and federal public services and have been initiated with the City of Toronto regarding the design of dedicated MPP internship placements, as well as with faculty engaged in international fieldwork.

Upon completion of the internship, each student submits a written research report to their faculty supervisor providing an original analysis of the policy and/or organizational issues dealt with during the internship. These reports, which may be in the form of case studies, will be evaluated by the faculty supervisor and graded on a Pass/Fail basis, and may be made available to first year students for review and to teaching faculty and practitioners for use in the integrating seminars.

All internships will be governed by framework agreements with the sponsoring organizations relating to policies and procedures applying to employment, including how the student will be supervised and assessed during and at the end of the placement.

### **2.7.3 Faculty members**

The MPP program will draw on the established strength in public policy among the faculty of the University of Toronto. Leaders in the fields of political science, economics, sociology, management, education, and law will all teach in the core of the program, including the integrating seminars. The faculty have all shown themselves to be first-rate researchers and teachers in their fields, have taught courses related to the core MPP requirements in other departments, and have been actively working with governments, policy makers and practitioners in the past. All faculty are, or will be, post-tenure by 2007. Faculty listed here, with the support of their Chairs, have committed to being involved with the program..

All of the faculty in the program will have primary appointments in another graduate department. Faculty

are not only actively involved in public policy research, but also firmly established in their primary fields of study. This appointment structure also helps to ensure that the faculty and students are linked with other researchers in public policy across the University of Toronto. Successful schools such as Princeton's Woodrow Wilson School of Public Policy use this model of cross appointments

**New funding equivalent to 4 FTE will be used to fund the academic staff for the program. Each core course will be taught by a faculty member drawn from the faculty listed in Table 2 below.**

TABLE 2

Proposed Faculty Members by Field					
Faculty Name & Rank	M/ F	Home Unit <sup>2</sup>	Supervisory Privileges <sup>3</sup>	Fields	
				Social and Economic Policy	Global Public Policy
<b>Category 3 <sup>5</sup></b>					
Baker, Michael	M	Eco	Full	X	X
Bascia, Nina	F	Theory and Policy Studies in Educ	Full	X	X
Benjamin, Dwayne	M	Eco	Full	X	X
Caidi, Nadia	F	FIS	Full	X	X
Cameron, David	M	Pol Sci	Full	X	X
Choudhry, Sujit	M	Law	Full	X	X
Clement, Andrew	M	FIS	Full	X	X
Feldman, Maryann	F	Rotman	Full	X	X
Leithwood, Kenneth	M	Theory and Policy Studies in Educ	Full	X	X
Levin, Ben	M	Theory and Policy Studies in Educ	Full	X	X
Oreopoulos, Phil	M	UTM – Eco	Full	X	X
Pesando, James	M	Eco	Full	X	X
Simeon, Richard	M	Pol Sci	Full	X	X
Sossin, Lorne	M	Law	Full	X	X
Stabile, Mark	M	UTM- Eco	Full	X	X
Stren, Richard	M	Pol Sci	Full	X	X
Stein, Janice	F	Pol Sci	Full	X	X
Skogstad, Grace	F	UTSC –Soc. Sci.	Full	X	X
Tuohy, Carolyn	F	Pol Sci	Full	X	X

White, Linda	F	Pol Sci	Full	X	X
Wilson, Kathi	F	UTM- Geog	Full	X	X
<b>Category 4</b>					
Dungan, Peter	M	Eco/Rotman	Master's	X	X

<sup>1</sup> Indicate retirement date, if within the next seven years.

<sup>2</sup> This is the budget unit paying the salary: department, school, research centre or institute, or other.

<sup>3</sup> Indicate the level of supervisory privileges held by each faculty member: e.g., full, master=s only, co-supervision only, etc., if applicable to your institution=s regulations or practices.

<sup>4</sup> Either give the field name or a footnote reference to it

<sup>5</sup> List faculty members under the categories suggested, as applicable (it is expected that some categories may not apply to your institution).

Category 1: tenured or tenure-track core faculty members whose graduate involvement is exclusively in the graduate program under review. For this purpose the master=s and doctoral streams of a program are considered as a single program. Membership in the graduate program, not the home unit, is the defining issue.

Category 2: non-tenure-track core faculty members whose graduate involvement is exclusively in the graduate program under review.

Category 3: tenured or tenure-track core faculty members who are involved in teaching and/or supervision in other graduate program(s) in addition to being a core member of the graduate program under review.

Category 4: non-tenured or tenure-track core faculty members who are involved in teaching and/or supervision in other graduate program(s) in addition to being a core member of the graduate program under review.

Category 5: other core faculty: this category may include emeritus professors with supervisory privileges and persons appointed from government laboratories or industry as adjunct professors. Please explain who would fall into this category at your institution.

Category 6: non-core faculty who participate in the teaching of graduate courses.

### 3 Planning and Budget

#### 3.1 Resource implications

In steady state, the business model for the MPP program is premised on core funding composed of an ongoing commitment from the University, and BIU and tuition revenue. Start -up funding both for operating support and for the renovation of initial premises for the School have been secured through the AIF.

##### 3.1.1 Staffing

The MPP program will be staffed by graduate faculty members outlined in Table 2, cross-appointed to the School. An administrative staff coordinator will work with the Director to manage the marketing of the School and its MPP, the Internship and Integrating Seminar program. The coordinator will manage the student application and selection process. An administrative assistant will provide administrative support to the Director, Program Co-coordinator, Visitors, Fellows and faculty at the School and will also act as business officer and co-coordinator for the research grants and contracts run through the School.

##### 3.1.2 Space

Pending the acquisition of external funding to provide permanent premises, the School will be housed in the historic Sigmund Samuel Canadiana Building on Queen's Park Crescent. This provides a highly symbolic linkage between the policy resource- rich university environment and the world of policy in practice within the provincial Legislature, at City Hall, and within the business and community sectors.

This space is being renovated to meet the School's start up needs, which will comprise a student lounge/work area and two seminar rooms on the first floor, and faculty and administrative offices along with further student work space and computer and Internet access on the third floor. Faculty members and visitors will have access to office space with telephone and network access. Students will have access to facilities for work and team projects.

The first floor configuration will also support the School's outreach and exchange programming, expected to play a significant role in enhancing both the student experience and the University's institutional impact in creating a culture and community of exchange in the area of public policy and governance.

### **3.1.3 Libraries**

The University of Toronto maintains the largest research library in Canada and one of the largest in North America. Students in the MPP program therefore will have access to the resources of a major research facility. Its specific holdings in the area of Public Policy are reviewed in the report from the Chief Librarian (Appendix C).

The School, in collaboration with University Libraries, is committed to supporting the faculty's research initiatives by expanding their holdings in public policy related fields. To this end, we will acquire subscriptions to journals and resources for faculty and students interested in public policy. We will also be developing a working paper series to highlight new policy related research. This series will be open to researchers and policy makers across Canada. We are exploring potential partnerships with governments in this vein.

### **3.1.4 Computing facilities**

The School will provide a wireless networked environment for faculty, staff, visitors, and students. The School will take advantage of the existing U of T campus network that provides on-line access to mail and communication software, library access, and data resources. The School will also provide IT support to help manage these resources for students and faculty physically located in the School's facilities. Students and faculty will have access to the analytic software provided through the Computing for Humanities and Social Sciences (CHASS).

The School will provide computing resources for staff and visitors and will provide printing, copy, and fax resources for all faculty, staff, visitors and students. A set of public terminals for temporary computer use will also be provided. Faculty will be expected to fund computer equipment for research purposes from research grants.

### **3.1.5 Enrolment/admissions**

Twenty students per year for the 20-month program, plus ten admitted to the eight-month advanced standing option. Up to ten more students per year could be accommodated within planned faculty and space resources if demand warrants.

### **3.1.6 Revenues/costs**

The MPP program will be funded by BIU and tuition revenue and the confirmed AIF investment. Together these provide a platform from which external funding for program enhancement can be sought.

### **3.1.7 Financial aid**

Students are eligible for external awards such as Ontario Graduate Scholarships, as outlined in the SGS calendar. External fundraising will be targeted to further enhancing the available financial aid packages.

## **4 Space and Facilities**

### **4.1 Requirements for physical facilities**

The School will be located in the Sigmund Samuel Canadiana Building with ten offices for the School's administrative node and visiting faculty, classrooms and student space. This space is sufficient to offer the MPP program.

Discussions are underway with the Assistant Vice-President, Space and Facilities Planning, and with the Interim Vice-President and Chief Advancement Officer regarding development of space and facilities to accommodate growth in the overall activities of the School in the longer term.

### **4.2 Capital projects for approvals**

Total project costs for this interim space have been estimated at \$1.6 million. This amount includes not only the costs related to readying the space to accommodate the academic programming of the School, but also essential permanent upgrades and deferred maintenance to the building, which are of overall benefit to the University on an ongoing basis. It also provides for the possibility of having to deal with asbestos removal, and for repair of the roof, which is a level 3 priority for the University.

## **5 Students**

### **5.1 Student affairs and services**

The MPP students will have access to all the services of the University, and will have dedicated workspace within the School. The students will also have access to the visiting fellows in public policy, helping them to establish connections in the Canadian policy community, and the international academic community interested in public policy.

### **5.2 Student conduct and discipline**

All rules and regulations of the University of Toronto and the School of Graduate Studies that apply to graduate students apply to students in the MPP program. The mandatory internship will be covered by a framework agreement between the University of Toronto and the sponsoring organization, setting out the policies and procedures to govern the employment of the intern and the preparation of the intern's research report. This agreement will conform to all relevant University policies regarding student conduct and research.

### **5.3 Financial Support**

See 3.1.7

### **5.4 Student registration and information systems**

MPP students will be registered in the School according to the standard registration and enrolment procedures for graduate students at the University of Toronto.



## Appendix A

- Overview–Other MPP and MPA Programs

Please also see attached survey by Gow and Sutherland: A Comparison of Canadian Master's Programs in Public Administration, Public Management and Public Policy.

### Overview

The U of T MPP constitutes a distinctive offering in Canada where the norm is Master of Public Administration programs (the sole current exception being the newly established MPP at Simon Fraser University). A recent Institute of Public Administration of Canada survey (enclosed in this Appendix) demonstrates that about half of these programs are offered by self-standing units within the university (the rest are located within discipline-based departments). One of the strengths of this model is that students pass through the core requirements as a small cohort, promoting an interdisciplinary perspective, increasing collegiality and laying the basis for diverse, life-long networks. The proposed professional MPP at the University of Toronto follows this model but is distinguished in addition by: the breadth and depth of its interdisciplinary and cross-sector research and teaching resources; the opportunity for students to choose to examine cross-cutting policy issues from either a Canadian/North American or international perspective; and a forward looking curriculum that develops professional and leadership competencies in both the analysis and strategic management of public policy. The Integrating Seminar and the Internship components will create further synergy between research, theory and practice, highlighting the distinctive learning environment.

The proposed program thus differs significantly from other MPA/MPP programs available to Ontario and Canadian students. The new MPA program at Ryerson (full time, with part time option), launched in September 2005 and the proposed new MPPAL program (part time) at York University are targeted more to the analytical and practical knowledge and skills required to manage programs and services in particular public and non-profit sectors and undertakings –for example, labour relations, human rights law, change management, e-government. Ryerson's program draws heavily on its Political Science faculty and could be characterized as traditional in approach, whereas York's, designed explicitly for part-time study, focuses on social justice issues, public law, administrative law and human rights law.)

The closest Canadian comparator to the U of T MPP in terms of substantive content is the Queen's MPA, which focuses on public policy within a more traditional MPA format. The two-year U of T program offers a larger suite of both core courses and electives than does the one-year Queen's program (and in this respect is closer in design to the MPP offered at Harvard's Kennedy School of Government). The U of T program is also distinct in its emphasis on cross-sector analysis and linkage. While the Queen's program includes separate concentrations of electives in specific fields such as health policy, defense management, the third sector, social policy and global governance, electives within the U of T program are chosen within two fields (domestic and global), each of which cuts across policy sectors.

In terms of public management, whereas the Queen's program focuses on general management and public administration, the University of Toronto program is concerned specifically with policy implementation, or the strategic deployment of people and resources to achieve public policy purpose. Situated in Toronto and the GTA, the MPP program and the School's parallel outreach programming (exchanges, events, symposia, etc) are designed to readily connect government, business, professional and community sector leaders, and international visitors, with students and faculty so that learning is grounded in both theory and practice. Unlike Queen's, Toronto's program contains a mandatory internship component that adds unique value to the understanding of public policy and the development of functional and personal skills required for success in a professional environment.

Like Queen's, Carleton's School of Public Policy and Administration, combines a public policy orientation with a focus on management and offers concentrations in one of three fields: Canadian Public Administration and Policy, Development Administration and Innovation, Science and Environment. In contrast, the U of T MPP is seen to be more oriented to policy analysis and development and embraces a

broader range of specialization.

In its MPA program, Dalhousie's School of Public Administration seeks "to equip students with the management skills required by public service organizations and an understanding of the organization, processes, and policies of government, its public agencies, and the policy groups that work in the public sector" (SPA web site.) In addition to core elements common to policy schools, it emphasizes public sector accounting and human resource management.

The School of Public Administration at the University of Victoria offers an MPA geared to developing a mix of skills for careers in public sector management or in policy and program analysis. In addition to core courses in policy analysis and management, students can choose to develop areas of concentration in cultural heritage, dispute resolution, indigenous governance, information management, local governance or public sector economics and finance.

The two-year old public policy program at Simon Fraser (the only other MPP designation offered in Canada) emphasizes planning and analytical techniques, targeted to those wishing to pursue a career in the public or non-profit sector as manager or analyst.

In terms of focus and centre of intellectual gravity, the U of T MPP is more similar to Master of Public Policy programs at major universities in the United States, for example: Michigan's Ford School of Public Policy, Chicago's Harris School of Public Policy Studies, California (Berkeley's) Goldman School of Public Policy, Princeton's Woodrow Wilson School of Public and International Affairs, and Harvard's Kennedy School of Government.

## **Appendix B**

### **Internal and External Consultations**

This proposal has been developed by the Steering Committee on Public Policy and Governance established by the Provost in September 2005. Steering Committee membership is as follows:

- Professor Carolyn Tuohy, Department of Political Science (Chair)
- Professor Meric Gertler, Vice-Dean, Graduate Education and Research, Faculty of Arts and Science
- Professor Lorne Sossin, Associate Dean, Faculty of Law
- Professor Roger Martin, Dean/Professor, Rotman School of Management
- Peter Pauly, Associate Dean, Research and Academic Resources, Rotman School of Management
- Professor Catharine Whiteside, Dean, Faculty of Medicine
- Professor Normand Labrie, Associate Dean, Research and Graduate Studies, OISE/UT
- Professor James Barber, Dean, Faculty of Social Work
- Professor Susan Pfeiffer, Vice-Provost, Graduate Education and Dean, School of Graduate Studies

with support from Professor Mark Stabile, cross-appointed between the UTM Department of Economics and the Rotman School of Management and seconded to work on this initiative, and Pamela Bryant, former Deputy Minister and Assistant Deputy Minister seconded from the Ontario Public Service by the Secretary of Cabinet.

#### **Internal**

Building on the momentum generated by the earlier Task Force on Public Policy Studies, the Project Team met with interested faculty across all three campuses and with Dean and chairs of the following faculties, departments and centres to identify intellectual synergies and interest in being part of the School's interdisciplinary scholarship, teaching and exchange:

Deans –Arts and Science; Graduate Studies; Law; Information Studies; Medicine; OISE/UT; Rotman School of Management; Social Work; UTM; UTSC; Music (re interdisciplinary initiative for Arts and Culture); Architecture (re interdisciplinary initiative for Cities).

Chairs of the Graduate Departments of–Economics; Geography; Political Science; Health Policy Management and Evaluation; History; Philosophy; Information Studies; Sociology; Theory and Policy Studies.

Directors –Munk Centre for International Relations; Ethics; Environment; Industrial Relations; Policy Analysis

#### **External**

Similarly the Project team built upon and extended the program of consultation initiated by the Task Force. Those consulted in the earlier phase included members of the governments and civil services of Canada, Ontario and Toronto, as well as individuals associated with other schools of public policy. The current phase of consultation has aimed at identifying synergies and potential partnerships and, in the case of other schools, lessons learned. Since September 2005, outreach to institutions and individuals has included:

#### **Academe**

- Woodrow Wilson School of Public Policy and International Affairs, Princeton
- Harris School of Public Policy, University of Chicago
- Ford School of Public Policy
- School of Policy Studies, Queen's University
- Maxwell School of Citizenship and Public Affairs, Syracuse University
- Kennedy School of Government, Harvard University

#### **Potential Students**

- OPS Youth and New Professionals Focus Group
- Massey College Junior Fellows Focus Group

Ontario Public Service

- Tony Dean, Secretary of Cabinet
- Michelle DiEmanuele, Deputy Minister Government Services and Associate Secretary of Cabinet, Centre for Leadership and Human Resource Management
- Peter Wallace, Deputy Minister and Associate Secretary of Cabinet, Policy, Cabinet Office
- Carol Layton, Deputy Minister, Public Infrastructure Renewal
- Ben Levin, Deputy Minister, Education
- Tim McTiernan, A/Deputy Minister, Research and Innovation
- Deputy Minister/ADM Focus Group –Sue Herbert (MNDM, previously Education, Community and Social Services), Colin Andersen (Finance, previously Health, Cabinet Office), Val Gibbons (former DM and Management Board Secretary), Michele Noble (former DM and Management Board Secretary), Leah Myers (ADM, Research and Innovation, previously Cabinet Office/Rae Review), Janet Mason (ADM, Training Colleges and Universities)
- Morag Mclean, Assistant Deputy Minister, Leadership and Learning, Centre for Leadership and Human Resource Management
- Sevaun Palvetzian, Director, Youth and New Professionals Secretariat, Centre for Leadership and Human Resource Management
- Executive Development Committee (chaired by Tony Dean), scheduled for March

City of Toronto

- Fareed Amin, Deputy City Manager
- Sue Corke, Deputy City Manager
- Shirley Hoy, Chief Administrative Officer (scheduled for April)

Federal Public Service

- Alex Himelfarb, Clerk of the Privy Council Office
- Ruth Dantzer, President and Chief Executive Officer, Canada School of Public Service
- Jean Pierre Voyer, Executive Director, Policy Research Initiative

Other Sectors

- Arthur Kroeger, Chair, Board of Directors, Canada Policy Research Networks
- Jodi White, President, Public Policy Forum
- David Peterson
- Michael Fenn, former Ontario Deputy Minister, Municipal Affairs, now Executive Director, Peel Local Health Integration Network and Chair, Research Committee, Institute of Public Administration of Canada
- Cameron Mustard, President and CEO, Institute for Work and Health; Professor, Department of Public Health Sciences, University of Toronto)
- Andreas Laupacis, President and CEO, Institute for Clinical Evaluative Sciences; Professor, Departments of Medicine and Health Policy, Management and Evaluation, University of Toronto
- Ken Knox, President and CEO, Innovation Institute of Ontario (former DM, Energy, Science and Technology, and Agriculture and Food)
- Barb Miller, Consultant (former Deputy Minister, Economic Development and Trade)
- Paul Macmillan, National Public Sector Practice Leader, Deloitte, Toronto
- William Eggers, Global Director, Deloitte Research, Public Sector, Washington
- Patrice Dutil, Director of Research, Institute of Public Administration of Canada
- Tim Plumtre, President, Institute on Governance, Ottawa

Consultations will continue throughout the design, build and launch phases of developing the School. A formal market survey will be conducted in the Spring to further substantiate demand and identify specific opportunities for both the Master of Public Policy and the parallel programming elements of the School.

**Appendix C  
Librarian’s Report**

## Microforms

From the point of view of archival preservation, microforms may still be considered superior to electronic storage media which are vulnerable to technological change. In addition to comprehensive collections of early imprints, the Libraries' microform holdings include many collections of Canadian, British, American and European government documents and UN publications. A few other collections may be mentioned:

*Amnesty International. Country dossiers and Publications*  
*Social and economic development plans*  
*Human relations area files*  
*Human rights, the Helsinki Accords, and the United States*  
*Nuclear weapons, arms control, and the threat of thermonuclear war*  
*Oil and the energy crisis*  
*Official records of the Organization of American States*  
*Pacifism, disarmament and international relations*

## Electronic resources

The Libraries' online information system has grown enormously in recent years and includes in April 2006 some 30,189 e-journals, 641 e-indexes, 855 e-reference works and 291,537 e-books (counting only licensed resources). Most of the e-journals are full-text, and in a growing number of cases there are direct links from e-indexes to full text. Researchers may use the Scholars Portal interface, a consolidated search of more than 80 of the most important indexes, or use a subject approach to identify specific indexes in the fields of Political Science, Economics, International Affairs, Law, Geography, Social Sciences, etc., as well as Public Policy, where the most important of the 15 recommended indexes are:

*PolicyFile*  
*PAIS International*  
*PAIS Archives*  
*Columbia International Affairs Online*  
*Sage Public Administration Abstracts*

The same subject approach guides the user to e-reference works such as the *Encyclopedia of public administration and public policy*, and the following under International Affairs:

*Accessing European Union Information*  
*Country Reports: Western Europe and Middle East/North Africa*  
*Economist Intelligence Unit*  
*Oxford Essential Dictionary of the U.S. Military*  
*World Factbook*  
*Concise Oxford Dictionary of Politics*  
*Dictionary of Contemporary World History*  
*Oxford Guide to the United States Government*

and under Law:

## **REPORT ON LIBRARY RESOURCES FOR THE PROPOSED MASTER OF PUBLIC POLICY PROGRAMME**

The proposed interdisciplinary Master of Public Policy programme will be supported by library resources from numerous fields, such as Political Science, Economics, Geography, History, Sociology, Social Work, Health Sciences, Management, Philosophy, Bioethics, Environmental Studies, Urban Studies, Women's Studies and Applied Sciences. The University of Toronto Libraries have for many years been systematically collecting research material to support graduate studies in all of these fields. The Libraries' collections in traditional formats are increasingly being supplemented by online access to bibliographic and full-text databases which the Libraries make available to registered users in any location.

### **Monographs**

The Central Library holdings are built up systematically through some 55 Dealer Selection Order plans in various countries, monitored and supplemented by Library staff selectors. This system ensures that the Library receives almost all commercially published scholarly imprints in the major languages that meet the profile we have given each dealer. Selectors working with faculty order more esoteric "grey" material and fill any older gaps in the collection, as funds permit. UTL is also a depository for Canadian federal, Ontario, United Nations and European Union publications, and special effort is made to acquire relevant material published by international organizations such as the IMF and the OECD. In the Association of Research Libraries annual statistics for 2003-2004, UTL ranked fourth in collection size, third in volumes added and third in the overall index based on five variables. In the North American Title Count, UTL is consistently in the top half of the group "Libraries with 1,500,000 or more titles" in (for example) Political Science, Social Sciences, Law, and Geography (latest count in 2001; note however that Harvard and Yale did not participate).

### **Periodicals**

Periodical prices are soaring, and like most large research libraries, UTL has a backlog of desirable titles awaiting funding, since a zero-growth policy must be maintained. Coping strategies include appealing for the donation of subscriptions, improving inter-library loan and document delivery services, and obtaining savings by cancelling paper copies of titles available online. Most importantly, the Libraries have negotiated package deals with several large journal publishers for all of their online titles, including many not held in paper. The Libraries are also committed to supporting the Open Access movement, which promotes the publication of high-quality peer-reviewed online journals that are free of charge to the end user.

The Libraries are on the verge of greatly improving access to their e-books by mounting them on a single platform, so that advanced searching across the entire range of full text will be possible. Online access to dissertations is provided by *ProQuest Dissertations and Theses*, with citations from 1861 to 1996 and full text from 1997. Other electronic resources include data, maps and images; the G8 Information Centre created by the Library working with the Department of Political Science; and the Libraries' digital repository T-Space, which captures, stores, indexes and makes universally available digital documents produced by faculty and librarians.

### **Supporting Collections**

The proposed programme will benefit from the separate acquisition policies of the OISE/UT Library, the Faculty of Information Studies Inforum, and the Bora Laskin Law Library. Other U of T e-resources include the online archive of Working Papers, dating back to 1995, maintained by the Department of Economics and the Institute for Policy Analysis, the website of the Centre for Economic and Public Affairs with links to papers published by its members, and the Urban Affairs e-library maintained by the Centre for Urban & Community Studies, to name only three. The Toronto Reference Library, the Ontario Archives and the Toronto Archives hold important Canadian material. A wealth of less-used material is available through UTL's membership in the Center for Research Libraries in Chicago.

### **Library's Commitment**

As it is the University's stated policy to protect, so far as possible, the Library's budget from rising costs, the present acquisition policy will be maintained. The Library is also committed to preserving existing collections, to applying co-operative collection development where appropriate (especially for e-resources), and to continuing to attract gifts and grants to supplement its regular funds.



Carole Moore  
Chief Librarian

Prepared by the Collection Development Department  
University of Toronto Library

April 25, 2006