

PROPOSAL TO ESTABLISH THE SCHOOL OF PUBLIC POLICY AND GOVERNANCE AT THE UNIVERSITY OF TORONTO

Vision and Mandate

In November 2004, the *Stepping Up* Synthesis identified the School of Public Policy and Governance as one of five interdisciplinary areas for development at the institutional level. The networked model proposed by the 13-member Task Force on Public Policy Studies was seen to provide a cohesive focus across the University's substantial existing strengths and to add the distinctive value of a dedicated academic program in public policy and governance.

The School will offer a stand-alone Master of Public Policy program in both one- and two-year formats. It will also play a broader role in shaping public policy through program elements that build a culture and community of exchange beyond the University

The School will be designed around the premise that good public policy is the product of informed debate and exchange of ideas across disciplines, sectors and institutions. Looking out ten years to 2015, we expect the School to have made a strong contribution to meeting the University's aspiration to be "a leader among the world's best public teaching and research universities in the discovery, preservation and sharing of knowledge" (*Stepping Up*). Its interdisciplinary and networked program will be recognized internationally for the quality of its research, its engagement with the world of public policy and its successful preparation of professionals and leaders for the next generation of policy challenges. Its graduates will be making a difference in the public, private, community sectors at home and around the globe. Its faculty and research will be helping to shape complex policy-making at regional, national and international levels.

The School will draw upon and serve to coordinate the multiple clusters of policy-oriented research across the University's three campuses. These include faculties (Law, Management, Medicine, OISE/UT, Social Work, Information Sciences, Applied Science and Engineering, Arts and Science –and its key departments of Political Science, Economics, History, Sociology, Philosophy and Geography/Planning), new interdisciplinary initiatives (Environment, Ethics, Cities, Information and Knowledge Practices, Arts and Culture, CyberSecurity) and established centres, notably the Munk Centre for International, as well as UTSC (Public Management) and UTM (Healthy Cities initiative).

The breadth and depth offered by the School will be unique in Canada, and at maturity will be competitive with the best policy schools internationally. Across jurisdictions there is growing understanding of the need to build new knowledge networks and to bring new thinking to bear on increasingly complex policy problems and issues. Seen in both national and international perspective, the School will offer not only the standards of quality associated with UofT but also a distinctive Canadian perspective. Canada's historic positioning between Europe and America, and openness now to the world, have yielded a value set that frames policy analysis, debate and decision-making in the context of an integrated blend of social justice and economic principles. As Canada's leading university, the University of Toronto has a distinctive role to play in creating and translating knowledge in illuminating and responding to the key public policy challenges of the time, and preparing the way for the future. These challenges relate to given policy sectors, to be sure – health, education, cities, environment, social development and others. They also relate to emerging cross-sectoral issues – such as risk assessment, information practices, and the implications of social diversity. The University of Toronto, with its deep strengths across academic disciplines and professions and its location in Canada's largest metropolis, can contribute to the response to these challenges in a way that very few universities internationally can do.

Academic Mission

The School's mission is to:

1. through its faculty, research, and programming, help to shape complex policy-making at regional, national and international levels.
2. educate students in public policy who will make a difference in leadership positions in the public, private, and community sectors at home and around the globe
3. draw upon, foster, and serve to unify the multiple clusters of policy-oriented research across the University's three campuses.

The scope of enquiry will embrace the full cycle of policy-related questions from policy development to governance and accountability to policy implementation to public management. While there are no sharp dividing lines, Schools of public policy and public administration typically find their centre of intellectual gravity at different points along this range. The centre of gravity for the UofT School will be toward "policy development," with an emphasis on research, analysis and evaluation of policy problems and responses and the integration of this work into decision-making in government and related sectors. This focus distinguishes the School from its major competitors within Canada, most particularly Queen's, which offers a Master of Public Administration with a centre of gravity located closer to public management.

The School of Public Policy and Governance and *Stepping Up*

The School directly addresses each of the five *Stepping Up* priorities:

- *Outstanding and unique student experience*

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 political officials, will co-teach integrative seminars. All students will engage in collaborative projects and will complete hands on internships as part of the program.

- *Meet scholarly challenges through interdisciplinary, interdepartmental, interdivisional and other collaborations*

The School will bring together faculty from across divisions and professional schools to both highlight and co-ordinate existing scholarship in public policy and to foster new and innovative cross-sector and interdisciplinary teaching and research on public policy problems. Exchanges with senior policy professionals and policy makers will sharpen the focus on policy relevant research and extend the reach of the School.

- *Clearly link graduate and professional academic programs to strong research experiences*

Although the University has great strength in research on matters relating to public policy, there is as yet no dedicated inter-disciplinary academic program in this area. The proposed MPP program will fill this critical gap. The ability to draw on departments and professional schools across the University will allow students to tap the substantial existing depth of strong research experience. When fully realized, the School will be a magnet for the recruitment of new high quality faculty with research and teaching interests in public policy.

- *Scholarship and academic programs will be relevant to and have impact on the broader community through outreach and engagement in the processes of public policy*

Close links with the federal, provincial and municipal governments (building on the strong concentration in the Greater Toronto area, the internship program, a focus on early to mid-career professionals, conferences, roundtables, and symposia on current and emerging trends and issues) will all serve to engage the School with the broader community and strengthen its influence on public policy.

- *Activities support equity and diversity to reflect UofT's local and global community*

Located in the heart of the Greater Toronto Area, one of the signal strengths of the School will be its ability to develop and evaluate research and practice with regard to emerging public policy issues inherent in diverse, complex multi-cultural environments, both locally and, through scholarly and community networks, internationally.

The Master of Public Policy Program

The School will offer the MPP in both a two-year and a one-year format. Beginning in 2007/8, the two-year (20-month) program has a planned intake of 20 new students annually, aimed at those who have recently completed an undergraduate degree. The one-year (8-month) accelerated program, for those with relevant advanced degrees and/or experience, will begin in 2008/9, and will admit 10 students annually. Once the MPP is in place, the next phase will concentrate on developing combined degree programs (e.g. MA/MPP, MSc/MPP, JD/MPP, MEd/MPP, MBA/MPP, MSW/MPP, MA(IR)/MPP, MSt/MPP, MSc(PI)/MPP) and possibly a mid-career executive course.

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.

The 20-month program also includes a mandatory internship, 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.

The Undergraduate Experience

While not initially offering courses at the undergraduate level, the School will contribute to the undergraduate experience by increasing the profile of public policy research and teaching at the University in an effort to promote public service as a career for undergraduates and as an option for continued education. The School will also work with relevant undergraduate programs to develop joint teaching proposals, subject to available funding, in the area of public policy and public service. Finally, public sector visitors to the School will engage the undergraduate community through public lectures, readings, or equivalent event(s).

Outreach and Exchange Program

As a further differentiating feature, the School will seek to bridge the gap between academic research and policy making by building a dynamic culture and community of exchange. Beyond the internships and integrating seminar components, and beginning in 2006, the School will initiate an annual program of events in partnership or collaboration with governments and others. The School has already begun partnering other units across the University and with various levels of government to host events related to public policy. These events include a symposium on the Role of Engineering in Public Policy, sponsored jointly with the Faculty of Engineering, a conference on Health Care Financing, funded by the Ontario Government, and a symposium on Partnering for Public Purpose, funded by the Federal Blue Ribbon Panel on Grants and Contributions, among other events.

The School has also agreed to partner with the Munk Centre and the Department of Political Science in support of an invitational seminar series in 2006, "The Internationalization of Public Policy," and the Centre for Economics and Public Affairs on guest lectures in empirical economics and public policy. Other possibilities include a partnership with the Centre for Ethics in activities related to Ethics in the Public Sphere.

The School will also sponsor visitorships, exchanges and fellowships between the School and governments and public purpose organizations. As a pilot, the Ontario government has recently seconded a senior public servant as Senior Manager in Residence (Public Policy) who is building relationships that will tangibly benefit both the University and the Ontario Public Service.

Administrative Structure

It is proposed that the School be established as an extra-departmental unit with its own budget and the authority to administer research grants and a program. The Director of the School will perform the functions of a Graduate Chair/Director as outlined in the School of Graduate Studies statute. While the School will directly register students, it will not, at least at the outset, make primary faculty appointments. It is crucial that all faculty members have a base in disciplinary and professional units and are cross-appointed to the School. Standards of scholarship and teaching should be at the level demanded by those units. It is equally critical that faculty have a real sense of commitment to the School and to nurturing its organizational development.

The Director of the School will report administratively to the Dean of the Faculty of Arts and Science and academically to a Council of Deans, chaired by the Dean, Faculty of Arts and Science, and consisting of deans of divisions participating in a substantial way in the graduate program offered by the School. The Council will oversee all critical academic decisions, including major program changes.

Benchmarks, Measures of Success

Consistent with the vision set out in section 1.0 above, a detailed work plan and measures of success for the School are under development. At this stage, these are the anticipated benchmarks, with the first measures to be taken in year two of operation and appropriate adjustments made at that time:

- *Student recruitment:* Enrolment targets met; yield rates high; students have strong academic record and/or experience; MPP is program of choice for Canadian students, competitive with major schools in US and Europe; International enrolment of about 20%
- *Faculty recruitment:* School is a draw for excellent faculty
- *Impact:* Strong record of successful symposia, workshops, research grants, contracts reaching out beyond the walls of academe; Graduates go on to positions of influence in government, the broader public sector, the private and third sectors.

BUDGET SUMMARY - SCHOOL OF PUBLIC POLICY AND GOVERNANCE

	2006/07	2007/08	2008/09	2009/10	20010/11
COSTS					
Faculty	170,000	551,146	719,707	719,707	719,707
Visiting Practitioner Stipends ¹		45,000	65,000	65,000	65,000
Seminars and conferences ²	40,000	110,000	185,000	185,000	185,000
Administrative costs ³	143,820	398,296	528,888	528,888	528,888
Board meetings, travel and advertising	26,180	20,000	20,000	20,000	20,000
Student support		71,538	190,845	190,845	190,845
Total operating costs	\$ 380,000	1,085,980	1,709,440	1,709,440	1,709,440
Capital costs	320,000	120,500	-	-	-
Total Costs	700,000	1,206,480	1,709,440	1,709,440	1,709,440
REVENUES					
Government Operating Grant	-	156,480	469,440	469,440	469,440
Tuition ⁴	-	300,000	790,000	790,000	790,000
AIF	700,000	700,000	400,000	400,000	400,000
Fund raising and other contributions	-	50,000	50,000	50,000	50,000
Total Revenue	\$ 700,000	1,206,480	1,709,440	1,709,440	1,709,440

1. Includes the Director's salary and the salary for faculty teaching in the MPP program

2. Includes costs of running conferences and symposia funded both internally and through external partners

3. Includes direct cost of 2 FTE administrative positions, general administrative costs, central Faculty cost transfers under the new budget model, and transfers to other units.

4. Includes both the 2 year and advanced standing MPP programs