

**Proposal for the Establishment of the  
UTM PROFESSIONAL GRADUATE PROGRAM CENTRE (PGPC) AS  
AN EXTRA-DEPARTMENTAL UNIT B (EDU:B)  
AT THE UNIVERSITY OF TORONTO AT MISSISSAUGA**

Both doctoral and professional graduate programming are offered at the University of Toronto at Mississauga (UTM)<sup>1</sup>. The doctoral programs are affiliated with home departments and are managed by Graduate Department Chairs. UTM also hosts several professional master and diploma programs (course based, with significant independent research components – see Appendix 1), and aims to launch several more in the future.

The growth of established professional master and diploma graduate programs and development of new interdisciplinary programs and research offers an exciting opportunity for UTM. The Professional Graduate Program Centre (PGPC) is proposed as an Extra-Departmental Unit B (EDU:B) to serve as the graduate home for such professional graduate programs. Doctoral graduate programming will not be significantly influenced by the activities envisaged for the PGPC. As an Extra-Departmental Unit B (EDU:B)<sup>2</sup>, the PGPC may admit students to interdisciplinary programs, however, teaching staff appointments are made in established departments with faculty members to be cross-appointed to the EDU:B.

At UTM, professional graduate programs are evolving that are cross-disciplinary and interdisciplinary. Such programs may not be optimally facilitated by an administrative and academic structure drawn from a departmental and faculty structure at the University. Academic rigour and academic development of professional graduate programs, as well as related research, is driven by a Program Director associated with each program. It is proposed, however, that the administration and resourcing of such UTM programs can be significantly facilitated by an integrated campus-wide approach through the PGPC.

The PGPC will facilitate professional graduate program matters related to management of the programs, including:

- Managing the process of appointments to establish suitable teaching staff complement for programs through cross-appointments, adjunct, visiting, and status-only appointments
- Assisting programs with administrative matters, such as development of suitable space and facility proposals, student assistance and awards, and enrolment.
- Fostering interdisciplinary research development between programs by provision of research incentives, interdisciplinary seminar series, and workshops/symposia.
- Development and offering of programming that bridges academic and research interests of students, faculty and other collaborators who are associated with professional graduate programs.

The PGPC will foster opportunities for synergies between professional graduate programs. Rather than each program operating entirely independently, the creation of the PGPC would permit synergies to be encouraged, resourced and developed. Seed funding for interdisciplinary projects could be made available, and numerous external partnerships are already in place that may lead to research sponsorship, as well as development of seminar series, workshops and symposia for the professional graduate programs.

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<sup>1</sup> The listing of graduate degrees offered at UTM are listed at <http://www.utm.utoronto.ca/graduate.0.html>

<sup>2</sup> The Extra-Departmental structures are described within the Provostial Guidelines for Administrative Functions and Protocols of Extra-Departmental Units, <http://www.provost.utoronto.ca/English/Interdisciplinarity.html>

Currently, each of the professional graduate programs at UTM is managed by a program Director, who reports to a Graduate Chair/Director. The Program Director is responsible for the academic content and delivery of a program, and fosters research in the subject area. With the creation of the PGPC, the program directors of new professional graduate programs will report to the Dean or designate, who will serve as the Graduate Chair/Director. Thus, the Dean will undertake the responsibilities of a Graduate Chair for the professional graduate programs at UTM. As an Extra-Departmental Unit B (EDU:B) PGPC teaching staff appointments will be made in established departments with faculty members to be cross-appointed to the Centre. The existing UTM professional masters programs, each of which are the responsibility of one or more Graduate Chair/Directors, may consider moving to this model. These decisions will be made on a case-by-case basis.

The division of responsibilities between the Program Directors of professional graduate programs and the Dean will include:

- Scrutinizing credentials and deciding on graduate appointment status for those who are not already so appointed within the University through existing graduate departments (Dean)
- Choosing applicants (Program Director)
- Admitting applicants (Dean)
- Graduate student rankings for fellowships (Program Director to advise, Dean to approve)
- Resourcing with space, financial, administrative and technical support (Dean)
- Graduate enrolment planning (Dean and Program Directors)
- Securing participation of established graduate faculty members to deliver the program (Program Director and Dean)
- Managing program content (Program Director), and informing University community of proposed changes (Dean)
- Maintaining structures for communication and accountability, including graduate appeals committee (Program Director for students, and Dean for faculty, staff, and grievances)
- Handling of conflict of interest (Dean, by appointment of reviewing officer)
- Arranging that every graduate student has suitable supervision and mentoring, and/or a faculty advisor throughout the Program (Program Director)
- Calling a meeting at least once each year of the members of the unit (Program Director)

### **Financial and planning considerations**

As is already the case, each professional graduate program will propose an independent operating budget, which will be adjusted to consider self-sufficiency, need, and revenue generating potential. Campus-based programs may derive their funding from the UTM Dean, while funding for Departmentally-based and Faculty-based programs may also draw funding from outside the UTM. Such a budget is an integral component of any new interdisciplinary graduate program proposal. These funds must continue to account for cross-appointments of faculty from Departments, administrative and technical staff, recruiting, operations and any other costs that are directly applicable to the program.

The professional graduate programs will share certain needs, such as in areas of registration, recruitment, awards administration, and occasionally in technical support (shared electronic labs, for example). The PGPC will draw from the professional graduate programs to create the administrative support that is directly attributed to operation of the programs. For example, registration and awards administration for students in these programs at UTM might be provided through a single office. Supply of logistical support in terms of mailroom space and meeting space may also be considered as a shared element between some programs. Funds for such activities would be pooled from the professional graduate programs, and would derive from their

usual planned budgets. Components of program budgets may be pooled where it is deemed that pedagogically, as well as financially, sharing of logistical and technical resources provides advantage. Existing graduate programs at UTM that are administered through graduate departments may choose whether and how they would participate in the activities outlined for the PGPC.

The PGPC administrative office will be housed in the Office of the Vice-Dean, Graduate. No new space is required for the proposed PGPC.

The immediate staffing needs to launch the proposed PGPC are in place. Staffing (faculty and administrative staff) specific to any particular professional graduate program, or collection of programs, will be proposed by the programs and will be taken through the appropriate formal approvals processes defined by governance.

### **Reporting structures**

The current reporting structure for Program Directors of established professional graduate programs is to Graduate Chairs in various departments and faculties. This relationship will not change, and the Graduate Chairs with their Program Directors continue to have full responsibility for their academic programs. Such Program Directors (or in their stead, the relevant Graduate Chair), will communicate with the Dean with any requests for resources from the UTM budgetary envelop that supports their programs. Communication will also occur whenever changes to programs are proposed.

The Dean will convene an Advisory Committee comprised of all the Program Directors and the Graduate Chairs (or designates) of the professional graduate programs. This Advisory Committee will work to develop interdisciplinary academic programming such as workshops, symposia and seed funding for research, will collaborate to develop administrative structures to better serve graduate students in the professional graduate programs at UTM, and will deliberate about any other aspects of the professional graduate programs that are of common interest.

## Appendix 1

### **Master in Biomedical Communications**

Offered by the Faculty of Medicine's Institute of Medical Science, the M.Sc.BMC Program offers an interdisciplinary graduate program in medical illustration that bridges the disciplines of art, science, medicine, and communication.

### **Master of Biotechnology**

The M.Biotech Program has been designed to provide a graduate education that prepares qualified students for a career in biotechnology or pharmaceutical industries through offering a firm grounding in the science of biotechnology and an introduction to the management of biotechnological organizations. The program is currently a joint program of three graduate departments: Cell and Systems Biology, Ecology and Evolutionary Biology, and Chemistry.

### **Master of Management & Professional Accounting**

Offered by the Rotman School of Management, the MMPA Program offers an integrated program combining the best of a graduate education in management with professional accounting, including two co-operative work terms.

### **Master of Management of Innovation**

The MMI program is offered by the Department of Health Policy, Management & Evaluation of the Faculty of Medicine with the support of U of T Mississauga's Department of Management, and is designed to refine critical, scholarly, and professional skills in the area of innovation management for students who aspire to a career in technology-focused organizations.

### **Diploma in Investigative & Forensic Accounting**

The DIFA Program is offered primarily on a distance education basis, using a problem-based learning model to provide the understanding, knowledge and skills necessary for the rigorous investigation of financial matters, usually with the objective of establishing evidence related to criminal or civil legal proceedings. The program is currently offered by the Rotman School of Management.