



REVISED APR 14/03

TO: Planning and Budget Committee

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DATE: March 28, 2003 for meeting on April 15, 2003

AGENDA ITEM: #6

ITEM IDENTIFICATION:

Establishment of departmental structure at the University of Toronto at Mississauga

JURISDICTIONAL INFORMATION:

The Planning and Budget Committee makes recommendations on academic planning matters. Its terms of reference draw special attention to matters which have an impact on relationships amongst divisions and it makes recommendations on proposals to establish academic units.

OTHER ACTION TAKEN:

None

HIGHLIGHTS:

A new departmental structure is proposed for the University of Toronto at Mississauga; it has been developed under the *Framework for a New Structure of Academic Administration for the Three Campuses*. That *Framework* has at its core a balance between the development of a distinct identity at UTM and UTSC, on the one hand, and the need to recognize that UTM and UTSC are integral parts of the University of Toronto, on the other.

The structure is based on a set of proposals submitted by each of the existing units at UTM in response to a *Guide to Departmental Planning at UTM* endorsed by UTM College Council on October 24, 2002 (copy attached). There followed a series of discussions of those proposals by the Advisory Committee on Departmental Planning at UTM, and then, finally, consultation between the Vice Principal Academic at UTM and each of the currently existing units. Prior to being presented at Planning and Budget, the *Departmental Structure of the University of Toronto at Mississauga* was approved by UTM College Council on April 11, 2003.

UTM currently has three academic divisions: Humanities, Social Sciences, and Sciences. The proposal will create a more finely individuated departmental structure to:

- strengthen the core disciplines
- encourage the thriving of interdisciplinary activity within a structure that allows mechanisms of horizontal coordination with graduate departments
- create a size and coherence that represents a critical mass of faculty, brought about by expansion at UTM.

Proposed Departmental Structure for the University of Toronto at Mississauga

Sciences

Department of Biology

Department of Chemical and Physical Sciences (including Chemistry / Physics / Astronomy / Earth Sciences)

Department of Psychology

Department of Mathematical and Computational Sciences (including Statistics / Mathematics / Computer Science)

Humanities

Department of English and Drama

Department of French, German and Italian

Department of History and Classics

Department of Philosophy

Institute of Communication and Culture

This institute (edu:01) will consist mostly of faculty who are cross appointed, but it will also have the ability to make tenure stream appointments. A core of faculty dedicated to this institute will include the Director of CCIT, the faculty members associated with Professional Writing, the faculty members within Fine Art History, the Curator of the Blackwood Art Gallery and possibly one or two faculty members from other groups. Both CCIT and Fine Art History have programs joint with Sheridan College and within this institute they will be able to develop further innovative research and teaching programs.

Social Sciences

Department of Anthropology and the Study of Religion

Department of Economics

Department of Geography

Department of Management

Department of Political Science

Department of Sociology

FINANCIAL AND/OR PLANNING IMPLICATIONS:

The resources required for the new departmental structure will be funded entirely through enrolment growth. That is, there are no budget consequences for the University. Funding has been set aside in the UTM budget for administrative support and support for the chairs of the new departments.

RECOMMENDATION:

Approval of the following motion:

That the Departmental Structure of the University of Toronto at Mississauga described above, effective July 1, 2003, be recommended to the Academic Board for approval.

Guide to Departmental Planning at UTM

UTM as a Multi-Departmental Division

Approved by UTM College Council, October 24, 2002

Introduction

As discussed in the “Framework for a New Structure of Academic Administration for the Three Campuses” the prospect of enrollment expansion opens up a range of opportunities for UTM that have not until now been possible. This enrollment expansion and the concomitant increase in faculty and staff complement, teaching, research and student space, will allow each campus to build and maintain critical masses of faculty, staff and students across a range of disciplines and areas of study, and to design its curriculum accordingly. Enrollment expansion allows for the development of academic and co-curricular activities to enhance the vitality of the campus. Such sweeping change permits, but also necessitates, changes in the administrative structure, which are appropriate for the expanded responsibilities of the campus. The framework document further sets out principles to guide the design of this new academic administrative framework for UTM, and a restructuring of the relationship between UTM and the other two campuses. The core of this design is to provide a balance between the need of UTM to maintain and develop a distinct identity and to recognize that UTM is an integral part of the University of Toronto as a whole. Critical to the restructuring is the creation of UTM as a multi-departmental division of the University of Toronto. Thus, we must create departments and units that allow us to move forward and further the mission of the University of Toronto.

Departments

UTM will create groupings of faculty that are large enough to function as distinct academic departments with their own appointing authority and budgets. The departmental structure at UTM will be determined according to UTM's priorities and resources taking into account the need for departments to be of a size and coherence that represents a critical mass of faculty. As such, the departments on the three campuses will not necessarily be identical, although there will be a number of cases in which departments will exist on two or three campuses with the same or similar name and field of study. In other cases, there will be a merger of two or more groups with a name commensurate with the overall field of study. The mergers should recognize overlapping areas of study and synergy and the possibility of developing emerging, new areas of inquiry. Mergers allow for better integration of academic strengths to provide the basis for academic program development and provide platforms on which a critical mass of academic complement could be created, sustained and further developed. Mergers also reduce duplication of administrative infrastructure and allow for increased local flexibility.

Selected Interdisciplinary Programs

Historically, the fundamental strengths at the University of Toronto have resided in its discipline-based academic departments, and, subject to the discussion above, this model of strong

disciplinary departments will continue into the future. We must recognize, however, that many of the exciting developments in the creation of new knowledge occur across disciplines, as common problems and phenomena are examined through the complementary approaches of different disciplines (eg CCIT). This is one way in which breakthroughs in knowledge can occur. Interdisciplinary programs are therefore a vital component in fulfilling the mission of the University. By their very nature of being interdisciplinary they are not typically associated with any one department (joint programs between departments are a different programmatic structure). In order to maintain and enhance interdisciplinary programs, a model whereby these programs exist essentially as extra-departmental units must be established. One model is to have a Director (taken out of his/her department) of the interdisciplinary program with an appropriate budget. The Director would report to the Vice-Principal, Academic, along with the chairs, and the Vice-Principal, Academic, would then provide oversight over the balance between departmental vs. interdisciplinary needs. Each interdisciplinary program should have a program committee with representation from the departmental chairs or their designates. This matrix structure allows for the sustainability or evolution of interdisciplinary programs where the quality is proven, at the same time as flexibility for creating new interdisciplinary programs, as overlapping fields emerge.

Planning Process

The planning process must be a combination of bottom-up and top-down where discipline representatives/directors, working with faculty members, will develop plans in consultation with the Deans. Faculty members (groups) wishing to form unique, innovative clusters, should discuss these directly with the Deans. The plans will be developed within the framework indicated below and submitted to the Vice-President and Principal. The plans and justification for the development of departments and interdisciplinary programs will be reviewed and recommended to Governance by an Academic Planning Team, composed of members of the Academic Affairs Committee and the senior administration of UTM, in consultation with the Provost's Office.

Assessment criteria

In considering the creation of a department, one can take advantage of, and further develop, the principles laid out in the "Raising our Sights: The Next Cycle of White Paper Planning". Particular emphasis should be placed on the following criteria against which plans will be assessed. The ability to:

- have a critical mass of academic complement that can be sustained and further developed.
- attract and retain faculty who are leading scholars and who bring their scholarship to bear in their teaching.
- identify the graduate home department(s) for its faculty.
- have programs of research and teaching that are at the leading edge of their field of study and that enhance the student experience.
- have programs that are in demand by outstanding students.
- identify and respond to emerging areas of the field of study.
- have the potential to be the best programs of their kind in Canada .

- exploit fully and efficiently all of the resources of the university that are relevant to the field of study.
- develop, where appropriate, partnerships with other universities and other organizations to foster research and deliver teaching programs.
- advance the mission of the University of Toronto (to rank with the best public research universities in the world and to offer a standard of education commensurate with that rank).

In recognition that the planning process is an iterative process, the planning documents can be brief, up to five pages in length, and should be submitted by December 16, 2002.

Ian Orchard
Vice-President and Principal, UTM
October 24, 2002