



EXTERNAL REVIEW FOLLOW-UP, 2_25_2015

I am writing in response to the request by the Committee on Academic Policy and Programs (AP&P) in regards to the November 2013 external review of the Daniels Faculty of Architecture, Landscape, and Design (Graduate Programs). At its meeting of May 1, 2014, AP&P requested a one-year follow-up report addressing the issues of administrative reform and the cultivation of faculty participation in leadership roles. The Faculty has worked diligently to ensure that the needs of our expanding Faculty are well met while cultivating a new generation of leadership among our faculty and staff.

Background

The Daniels Faculty of Architecture, Landscape, and Design has been undergoing a period of rapid growth in its programs, enrolment, research capacities and the faculty and staff cohort needed to support this expansion. The Faculty's Architecture Program is the oldest in Canada, and will celebrate its 125th anniversary this year. In 2012, the Faculty reintegrated undergraduate teaching through the Honours Bachelor of Arts in Architectural Studies. The move of the undergraduate and graduate programs in Visual Studies to DFLAD followed in 2013. The demand for enrolment in these and our existing graduate programs is very strong, with demand for our architecture programs in particular growing on average between 5 and 15% in each of the last five years. This has allowed us to grow while maintaining high levels of selectivity in both our graduate and undergraduate programs.

To support this growth DFALD had to create an Office of the Registrar and Student Services, and create new positions such as an Associate Dean, Research; an Assistant Dean, Academic Programs and Outreach; reconfigure the role of the Chief Administrative Officer; and significantly increase the complement of tenured, tenure-stream, and teaching-stream faculty. While many of these changes had been initiated prior to the External Review, many had not been in place long enough to measure their impact and success at the time of the review. Other new reforms have been undertaken following the External Review.

The following is an outline of administrative and staff changes that have occurred since the External Review was initiated, and in response to both the External Review, and ongoing strategic planning. These include eight new staff positions, and reclassifications of two existing positions.

For its current size, the Daniels Faculty has a very low staff to faculty ratio (@1.84 in 2013-14, = ½ UofT division average, and the lowest of any professional Faculty divisions at UofT). We are growing the staff, but the continuing leanness of the staff reflects budget constraints (which will persist), temporary space constraints (which will be addressed by the move to One Spadina), and the need to take time to find and integrate high-quality staff as the Faculty grows.

Student Services and Registrarial Staff:

With the addition of undergraduate students in 2012, the creation of DFALD's Office of the Registrar and Student Services was required to manage the new cohort of students and to further enhance the experience of our existing graduate student cohort. A Registrar post was created to direct this office, and Associate and two Assistant Registrar posts with responsibilities focused upon admissions and recruitment were hired and this group built an entirely new team. Since then, these positions have been fully integrated into the culture of the Faculty and following the External Review two additional positions were added:

- a Program Coordinator (hired September 2014);
- a Student Services Assistant (hired November 2013).

The hiring of a Recruitment Officer is planned for the future.

The Office of the Registrar and Student Services is currently responsible for approximately 350-400 graduate students and over 650 undergraduate students. In addition, hundreds of Arts and Science students are enrolled in our faculty programs and courses. All other divisions within the university may also enrol in Daniels course electives. This relatively new administrative team is responsible for the recruitment, admissions, financial aid and awards, registration, timetabling and enrolment, transition and graduation of all of these students.

Office of the Dean:

The External Review found the Dean's office to be performing well in areas such as advancement, public outreach, the development of new academic initiatives, and engagement with/responsiveness to University-wide projects and policies. Nevertheless, the Dean's staff had not grown in size since to reflect factors such as the adding of three new academic programs, the tripling of enrolment, a significant increase in core faculty FTE, and a significant increase in the fundraising goals for the Boundless Campaign in support of the Capital Project at One Spadina. The External Review helped highlight the need to strengthen the ability of the Dean and the Dean's staff to respond to many competing demands and cyclical and project-based schedules.

The following describes both changes to the organizational structure of the Dean's office, and new staff additions in support of the Dean's office to better serve DFALD's academic mission.

The Registrar now reports directly to the Dean, and coordinates with, rather than reports to, the CAO. A senior administrative team consisting of the Dean; the Dean's EA; the CAO; the Registrar; the (new) Assistant Dean, Academic Programs and Outreach (see below); Associate Dean, Academic; and the Director of Advancement now meet on a weekly basis to review various Faculty initiatives and projects in progress; faculty, key staff, and student requests; and, to discuss and map out Faculty strategies going forward. Where necessary, and where required, other staff and faculty administrators, including Program Directors and the IT Manager, are asked to attend these meetings.

The following is an outline of addition and changes in the Dean's office since the External Review, including four new staff and two existing positions that have been reclassified:

The creation of an Assistant Dean, Academic Programs and Outreach, to assist the Dean's office in academic planning, new program development and approvals, and academic and professional outreach (hired October 2014).

The reclassification and expansion of the Executive Assistant to the Dean post, to Office Manager, and EA to the Dean giving the Dean's EA oversight of communications, event planning and reception staff in the Dean's office.

The addition of two new posts managed by the EA:

-an Events and Public Programming Coordinator, to assist in organizing academic events and public programming (hired April 2014);

-a receptionist, to assist the EA, and handle overflow work from the Dean's office (hired January 2015).

The reclassification of the Senior Development Officer to Director of Advancement (effective September, 2012, but not reflected in the External Review).

The addition of two new advancement-related posts:

-a Development Coordinator, for advancement assistance and alumni outreach (hired December 2014);

-a new Senior Development Officer (position not yet permanently filled)

Office of the CAO:

Following the External Review and internal audit of the administrative staff, and in consultation with the office of the Vice President for Human Resources & Equity, the qualifications and leadership needs of the position of CAO, Daniels Faculty have been changed.

The Faculty has hired a new Chief Administrative Officer, who will begin on April 6, 2015. He has the financial, HR, and project management experience to see the Faculty through its next period of growth and the substantial transition to the new home at One Spadina.

Other changes to the CAO office that have occurred during of following the External Review, the reclassification of the existing Business Officer and the addition of two new staff members:

- a Finance and Administrative Assistant to assist in accounting and financial processing (hired March 2014);

- a Project Coordinator to assist in scheduling, data analysis, and record keeping for professional accreditations and reviews (hired October 2014).

The following is an outline of the cultivation of new faculty leadership and support that has occurred since the External Review, in response to both findings of the External Review and ongoing strategic planning. This includes four new administrative appointments, four promotions to Full Professor, one Promotion to Senior Lecturer, one staff position, and other new initiatives, all aimed at renewing and increasing the capacity of faculty leadership at DFALD.

One indication of the changing situation of the Faculty is the growing size and standing of its tenured faculty cohort. In 1990, there were five tenured faculty, and very few if any tenure-stream faculty appointed. In 2000, there were seven tenured faculty. In 2010, eleven members of the faculty were tenured. The retirement and turnover of the faculty was such that in 2009, at the time the current Dean was appointed, he was the only Full Professor with tenure. Today, in 2015, there are twenty members of the faculty with tenure, six of whom have recently been appointed or promoted to Full Professor.

As outlined above, the faculty's full-time, tenure, and teaching stream cohort was small, and, with the exception of a small core, quite junior until recently. This posed problems for cultivating academic leadership beyond the Dean, as many faculty were either working towards tenure, or had been among the few full-time faculty over the past 15 years and had already served in many administrative capacities. With growth, and the recent promotions of several faculty with tenure, or to full professor, a new cohort of faculty have been brought into key leadership roles, and new staff positions are being created to support them.

The following five new appointments, five promotions, new faculty staff support, and other changes have occurred during or since the External Review:

-the appointment, July 1, 2014, of a new Associate Dean, Academic (for the first time in 6 years, a full-time, tenured member of the Faculty holds this position).

-the appointment, July 1, 2014, of a new Associate Dean, Research (this position was created for the first time in September 2010, but the new appointment is for the first time a Full Professor with a PhD and a strong research profile).

-the appointment, July 1, 2014 of a new Director of the Master of Landscape Architecture Program (the appointment is of a recently-tenured member of the faculty, just returning from a sabbatical leave).

-the appointment, July 1, 2014, of a new Director of the Master of Urban Design Program (the appointment is an experienced, teacher/practitioner of high standing in the profession, who has been charged with undertaking recommended reforms to this program).

NOTE: the Program Coordinator, a new position within the Office of the Registrar and Student Services, supports the above positions.

-the creation of a Research Funding Coordinator staff post to support the Associate Dean, Research, and the broader faculty in seeking research funding and managing research projects.

-the Promotion of the current Director of the Honours, Bachelor of Arts, Architectural Studies to Senior Lecturer.

-the promotion of four tenured Associate Professors to Full Professor, the hiring of one Full Professor, and the transfer of one Full Professor from Visual Studies, bringing the number of Full Professors with tenure at DFALD from one in 2013, to seven today.

-the assignment of key Faculty committee chairs to advanced tenure-stream, senior lecturer, and recently tenured members of the faculty, to help prepare them to play leadership roles in the coming years.

-the hiring of two new tenure stream faculty (one additional hire, in process, and a new search underway) and the development of a mentorship process for Tenure-Stream Faculty, wherein new faculty identify senior members of the faculty to advise them on teaching and research, and steward them through the tenure process.

Conclusion

At the time of the External Review, several processes of expansion, reform, renewal, and administrative reorganization had been initiated, or had been very recently completed at the Daniels Faculty. These included the hiring of critical new faculty and staff, the creation of a registrarial staff, the reorganization of student services, and the changing or reclassification of other existing staff positions. Since the review, several key administrative appointments have been made to expand Faculty leadership capacities. This renewal of faculty and staff leadership has occurred alongside the establishment of clearer lines of reporting, responsibility, and communication between staff, faculty administrators, and other university divisions and functions.

We are confident that the changes outlined above will allow the Daniels Faculty to better serve our academic programs, support the work of our students and faculty, increase our profile, and realize our vital role in the University, the City of Toronto, and beyond.