



**MEMORANDUM, DCD #19, 2010-11**

Date: 23 March 2011

To: Department Chairs

From: Rick Halpern, Dean and Vice Principal (Academic)

Re: Academic Planning, Final Steps

---

This memorandum follows the detailed letter that each of you received in which my office commented on the penultimate draft of your department's academic plan. Please share this letter with your colleagues and work closely with them to address the points made. It is essential that you achieve strong consensus and buy-in for the departmental plan.

I now would like to set out several general points that you also should bear in mind as you work with your colleagues to draft the final version of the plan.

1. The final plan is due in my office on **Friday, 15 April**.
2. Remember to include an executive summary of approximately one page with your plan. We will use this in preparing introductory material for the division wide academic plan as well as for more general distribution within the university.
3. As mentioned in the letters, it is essential that your short- and medium-term complement requests be grounded in both the larger academic goals of the department and the teaching needs of your undergraduate programs. Please make an effort to link, in precise a way as possible, new faculty lines with diminishing stipendiary needs. This information is vital to our continued progress to genuine sustainability.
4. On the matter of growth, you will recall that last Fall we conducted an exercise in which each department identified spare undergraduate capacity. This information proved extremely valuable as we developed the campus undergraduate enrolment plan for 2011-12 and moved forward energetically with our recruitment efforts. As a final step in the planning process, we ask you to include in your calculation of the teaching power brought by new faculty complement an estimate of the number of additional students – both FTE and program enrolments – that you could accommodate without compromising sustainability.