



MEMORANDUM, DCD #6, 2010-11

To: Department Chairs

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

Date: September 20, 2010

Re: Academic Planning – Next Steps

Following on from our discussion at the Chair's only meeting on September 10, the next phase in academic planning is to develop staged, detailed implementation plans. The plans should incorporate discussions about possible enrolment growth, updating of the departmental complement plan, research and space needs, and advancement priorities.

Attached below is the Framework of Department Academic Plans, which was used for the first phase of planning in 2008. You may find this document helpful, particularly its references to research, as you develop your implementation plans.

Please submit an outline of your plan to Lesley Lewis by **October 11**. Our goal is to have finalized plans by Spring 2011. Of course, each of you has an opportunity to discuss unit-level planning with me at our regular, standing meetings; I welcome these discussions.

University of Toronto Scarborough
FRAMEWORK FOR DEPARTMENTAL ACADEMIC PLANS

October 23, 2008

Scope of the Departmental Academic Plan

The scope of Departmental academic plan must be comprehensive. The plan should cover the next five years and explain the Department's long-term aspirations. It will integrate the new initiatives already developed with ideas for the evolution of the existing activities of the Department. It is critical that the plan addresses the following:

- Undergraduate and graduate education
- Research strength
- Faculty strength and faculty renewal
- Administrative and technical staffing

Note: Any data that can be provided from central records will be. Such data elements are marked with an asterisk in the text below.

Current State of the Department

Please describe the current state of the Department. Assess its academic strengths and weaknesses. Describe the extent to which it has responded to some of the larger intellectual questions in the disciplines. Your description should provide and assess the following information:

Undergraduate Students and Programs:

- FCEs enrolments by discipline, 2003/04 – 2007/08*
- Entering OAC Averages, 2005/06 – 2007/08*
- Full-time Offers, Registrations and Yields, 2005/06 – 2007/08*
- Average GPA of graduating students, 2003/04 – 2007/08*
- Headcount Enrolments by program, 2003/04 – 2007/08*
- Summer awards, e.g. USRA, UTEA
- Students in Department on the Honour's List, 2005/06 – 2007/08*
- Combination of Majors with Majors and Majors with Minors, Fall 2008*

Teaching:

- total number of undergraduate and graduate courses taught by faculty, by discipline and year, 2006/07 – 2008/09
- number of courses taught by stipendiary instructors, 2007/08*
- Enrolment in first and second year courses of students in programs outside of your Department, Fall 2008*
- Total hours of TA and Sessional Instructor Assistants, September 2005 – August 2008*
- teaching awards received in the last five years
- number of courses taught by stipendiary instructors, 2007/08*

Research and Graduate Supervision:

- areas of research, research clusters
- grants held and awards received, 2003/04 – 2007/08
- involvement in new and emerging fields of study
- number of master's and doctoral students supervised, 2003/04 – 2007/08¹
- number of faculty supervising graduate students, 2003/04 – 2007/08

Faculty and Staff Complement

- number of tenure and teaching stream faculty by rank, 2008-09*
- number of CLTAs, 2008-09
- number of administrative and technical staff, 2008-09*
- age distribution of faculty, 2008-09*

Relation to the Rest of the University:

- graduate department affiliations of faculty;
- research ties with faculty in other divisions;
- faculty service across the University.

Strategic Directions of the Department

Please discuss the goals and objectives of your department/disciplines. In your discussion please take into account the campus' five major strategic directions and your new initiatives developed at an earlier stage of the planning. Please also develop specific goals and consider possible measures of success. Your discussion should be guided by the following questions.

Academic Programs (Specialist, Major and Minor):

- Assess to what extent your programs and their goals are consistent with the Department's goals and objectives.
- Describe how they can be brought into alignment if necessary. Do your programs fit with areas of major significance in scholarship and research? Are they current?
- Are research, scholarship or professional activity brought to teaching in the programs?
- Which other programs do students taking your major programs pair them with?* Describe how your major programs might/do align with other majors to make a coherent degree.
- What programs might be discontinued and why?
- How should the role of co-op in your programs develop?

¹ This and the following data set should be provided where possible. Given that one of our strategic objectives is enhanced graduate education, it is important that we start tracking data on graduate supervision more systematically.

Students:

- How might you make your programs more attractive to students? How might your programs be marketed more effectively?
- Is the level of academic performance of your students excellent? Do you have suggestions as to how you might attract even stronger students?
- What should the role of your departmental student association be?

Research:

- What are your Department's most promising research directions? Where is the excitement going to be over the next five to ten years?
- What lines of research have played themselves out, or have become much less important than they once seemed?
- Do your research directions tie in with the interests of other research groups across the University? Please elaborate.

Complement Planning:

- In what fields and at what ranks will you need faculty to progress in the directions your Department plans to follow;
- What types of administrative and technical support will you need?

Facilities and Services:

- How do the departmental facilities, such as laboratories and studios, meet the needs of your students?
- Where will your plans require new or improved campus-wide services, e.g. from the Library, from CTL or computer laboratories?

Process

- Chairs are asked to ensure that faculty, staff and students in their Departments participate in the development of the Department's plan.
- Early in November Department meetings will be held to discuss a draft of the academic plan with the Dean, for comment and feedback.
- The final plans must be submitted to the Dean by the end of November.
- Each year, Departments will have an opportunity to review their plans in light of actual enrolments and changing academic needs. This will give each Department an opportunity to make revisions, if appropriate; for example, a Department might want to revise its complement plan. A one to two page report will be submitted to the Dean each June.