



MEMORANDUM, DCD #6, 2014-15

To: Chairs and Academic Directors

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

Date: September 25, 2014

Re: Academic Planning, 2014/15 – 2018/2019

The UTSC Strategic Plan for 2014/15 to 2018/2019 was formally approved by the UTSC Campus Council on April 24, 2014 and can be found at the following link:

http://www.utsc.utoronto.ca/aboutus//aboutus/sites/utsc.utoronto.ca/aboutus/files/docs/UTSC_Strategic_Plan.pdf. The Strategic Plan outlines five key objectives – new and emerging areas of scholarship, innovative research, global perspective, experiential learning, and strong foundations – which update and expand upon the objectives outlined in the 2008 Strategic Plan. In addition, the campus is embarking on an ambitious plan for enrolment growth, which will see total enrolment increase by an additional 2,800 FCE by the end of this planning cycle, and to a larger but still indeterminate number in the longer term.

Academic departments now are called upon to develop their academic plan for the next five years. These plans should be responsive to the strategic directions set out by the UTSC Strategic Plan and President Gertler's three priorities – leveraging our location more fully, strengthening our international partnerships, and re-examining and reinventing undergraduate education. They should articulate the department's vision for the future, and outline a detailed, staged implementation process to achieve this vision. The plans should:

- Address the department's initiatives for enrolment growth at the undergraduate and graduate levels
- Discuss plans for program and curricula refinements, paying particular attention to recent program reviews and the 2014 review of the UTSC Academic portfolio
- Articulate research directions, connecting them to the curriculum
- Articulate advancement priorities
- Outline a faculty and staff complement plan
- Identify space and infrastructure needs.

In addition, the plans should be data driven and include clearly defined benchmarks for measuring progress. The attached Framework for Department Academic Plans should be used as a guide for developing the academic plan.

Please submit an outline of your plan to Lesley Lewis by October 27. Our goal is to engage in an iterative feedback process over following months. A draft of your plan should be completed by the end of January 2015. Early in the Winter term, the Dean is willing to meet with individual departments or departmental executive committees to discuss the draft plan. The final plans must be submitted to the Dean by the end of March. These plans will be used to develop an academic plan for the campus. The campus Academic Plan will be submitted to the UTSC Executive and the Provost for review. Throughout this process, each of you will have opportunities to discuss unit-level planning with the Dean at regular standing meetings.