

Faculty External Review Self-Study Outline

Faculty Council
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<http://www.artsci.utoronto.ca/review>



Self-Study Outline

Executive Summary

1. **Introduction** (overview, context and outline of self-study process)
2. **Undergraduate Education**
3. **Graduate Education**
4. **Research**
5. **Organization and Resources**
6. **Internal Relationships**
7. **Societal Impact and Community Engagement**
8. **Opportunities and Challenges**

Throughout the document we will identify how we are meeting the key goals of our academic plan and the recommendations of the 2008 external review.



1. Introduction: Overview and Context

- Breadth and scope: students, faculty and staff, undergraduate and graduate programs
- Research stature and achievements: powerhouse in all three major sectors: humanities, sciences, and social sciences
- Faculty structure – departments, EDUs, tri-campus graduate programs
- Critical and unique role of the colleges

Provincial and University context

- Mandatory retirement abolished 2005; Economic downturn 2008: impact on endowment payout, pension fund
- Provincial funding for PSE and future sources of uncertainty
- Need to raise revenue and contain costs



1. Introduction: Integrated Planning

- Integrated academic, budget, appointments, enrolments planning initiated in 2009-10 (annual revision, 5-year horizon)
- Positive impacts of our budget strategy evident in recent budgets and long-term budgetary projections
- Benefits of financial recovery strategy invested into teaching and research. We have made tremendous progress towards renewal:
 - Completely renewed our undergraduate curriculum
 - Making inroads to improve student learning experience
 - Raising the quality of our undergraduate intake
 - Leading in graduate expansion
 - Beginning process of renewing professoriate



2. Undergraduate Education

- **Strengthening our Programs**
- **Supporting our Students: Transitions and Progression**
- **Enhancing our Teaching Innovation and Assessment**

Challenge: providing a quality educational experience for ~26,000 students during a time of financial constraint



2. Undergraduate Education: Strengthening our Programs

Strategic focus on honours-level education, driven by research on expectations of PSE grads in the 21st century.

- Curriculum renewal of all our programs in the span of 5 years
- Breadth, depth, competencies embedded within programs, ensures honours-level education and transferable skills
- Clarification of rationale for and structure of programs to offer students meaningful choice
- Reinvestments: enhanced experiential learning, international, research opportunities
- Support for new initiatives: CRIF, ICM, FOIL, UCDF, Big Ideas



2. Undergraduate Education: Supporting our Students

Reduce barriers to success and provide opportunities for exploration: combination of academic initiatives and improved advising, coupled with tools for empowering students to manage their pathways.

- Transitioning to **first year**: College Ones, FLCs, Intro Math & Science; expanded Early Alert advising; Big Ideas
- Progressing **through the degree**: clearer program structure and access, e-tools, course management tools (CR/NCR, LWD)
- Transitioning to **the world beyond**: international activities, service learning, links to graduate education, alumni connections



2. Undergraduate Education: Teaching Innovation & Assessment

Support for teaching and pedagogical excellence to attract and retain excellent students.

- Collaborative and collegial approach to curriculum and pedagogical development and renewal: research- and evidence-driven
- Backed up by focused resources in high-priority areas
 - e.g. CRIF, WIT, ELL, TTSO, Online learning opportunities
 - Bottom-up innovations encouraged, supported, scaled up
- Enhanced assessment of teaching to provide improved feedback: new course evaluations
- Teaching quality; awards.



2. Undergraduate Education: Student Demand and Quality

- Reinvestments, improvements in UG education have borne fruit
- Enrolments and quality:
 - Increasing number, quality of first-choice applicants
 - Increasing number, quality of international applicants
 - Increasing quality of entering cohorts, 2007-2012
 - NSSE scores: gradual improvement
 - CGPA, AGPA: gradually increasing



3. Graduate Education

- **Leading Graduate Expansion**
- **Enriching our Programs**
- **Enhancing Students' Academic Experience**

Challenge: meeting our ambitious goals for unprecedented graduate expansion; attracting and supporting the quality students



3. Graduate Education: Leading Graduate Expansion

We set ambitious goals and have carefully managed and supported significant expansion.

- Overview of our programs and students; size and scope; tri-campus nature
- Graduate expansion landscape to meet aspirations of *Towards 2030* and take advantage of provincial funds:
 - Growth since 2004 across doctoral and professional programs
 - Highlights of CGPSS 2008, 2010



3. Graduate Education: Enriching our Programs

- *Providing support for development of graduate programs*
- *Vice-decanal re-alignment with the aim of focusing even more on graduate education*
- Innovation in program development
 - Meet evolving disciplinary and interdisciplinary needs
 - New programs: PhDs (WGSJ, CSI), MScAC, MGA, MPP
 - Combined BA/Masters programs in development
- Connecting graduate and undergraduate students
 - Drama, CIRHR-ER, Criminology (and CSI, WGSJ)
 - Key role of the Colleges



3. Graduate Education: Supporting our Students

- Training provided by individual graduate programs
 - Teacher-training opportunities (WIT, ELL, CRIF)
 - Support for language-training for research purposes (LCTL, French, German)
- UofT funding commitment to eligible students
- Enhancing financial support
 - Focused fundraising to support scholarships (GSEF, PPEF)
 - Strategies to increase external fellowships
 - Travel grants and research study funds
- *Challenges: Increasing competition for top graduate students and international student support.*



4. Research

- **Scope and Quality of Research Activities**
- **Research Funding, Participation and Success**
- **Research Infrastructure**

Challenge: increasing success in funding participation and success



4. Research: Scope & Quality of Research Activities

Research powerhouse in all three major sectors

- Units across all components of University Strategic Research Plan; Interdisciplinary research centres
- **World University Rankings:** Shanghai, QS, Times, Taiwan
- **Publication and Citation Rankings**
- **Awards and Honours**
 - Numbers of awards in top categories and specific examples showcased; 2008-2012
 - Research Awards Writer & Coordinator (since 2009)
- **Editorial Activities**
 - DOE, DCB, REED, major journals



4. Research: Funding, Participation and Success

- Tri-council, other government programs, not-for-profit and industry
- Amount of funding, participation and success rates
- 2008-2012; comparison to UofT and national peers
- Identified needs: Social Science and Humanities Research Manager, 2008
 - *Increasing success in comparison to national peers*
 - *Initiatives undertaken to maximize funding success*
 - *Future challenges: large grant writing in sciences; international partnerships; increase participation rates; CRCs; research infrastructure.*



5. Organization and Resources

- **Administrative Leadership and Governance**
- **Academic Staff**
- **Administrative and Technical Staff**
- **Equity and Diversity**
- **Finances**
- **Physical Infrastructure and Information Technology**

Challenge: Governance, leadership and management of a large and highly disciplinarily diverse Faculty; attracting and retaining excellent faculty and staff



5. Organization and Resources

- **Administrative Leadership and Consultation**
 - Support for new academic administrators; mentorship
 - CPAD; CASD established in 2009
- **Governance**
 - Changes in Council By-Laws and mandate of its committees to align with UTQAP and tri-campus needs, 2011-12.
- **Academic Staff**
 - Awards and honours; concentrated efforts to support for nominations & applications
 - Faculty Appointments Committee est. 2010-11;
- **Administrative and Technical Staff**
 - Outstanding staff recognized awards; new workshops; mentorship



5. Organization and Resources: **Finances**

➤ **Integrated academic, budget and complement planning:**

- Revenue-raising initiatives & expenditure-containment strategies have allowed us to plow funding into our teaching & research priorities
- Carefully calibrated enrolment planning (UG, G, international, streams)
- Budget & Appointments Committees
- Resulting improved budget picture has allowed us to fund more faculty appointments in the last two years; funds reinvested in enhancing the academic experience and support for our students.

➤ **Physical Infrastructure & IT**

- Organizational structure: Vice-Dean Research & Infrastructure (2012)
- Assessment of space and operating costs underway; Space Inventory and Benchmark Study (initiated 2012)



6. Internal Relationships

- *Take advantage of UofT's tremendous breadth in research and teaching to enrich our students' academic experience.*
- *Address 2008 external review recommendation to reconsider our scope where appropriate*

➤ **Extensive collaborations with academic campuses and divisions.**

- Increased communication and coordination (e.g. Tri-campus Deans)
- Inter-divisional teaching agreements being reviewed
- UCDF: 13 courses 2011-12; 22 in 2012-13
- Architectural Studies (BA); Visual Studies (BA, MVS)



7. Societal Impact and Community Engagement

Commitment to societal responsibility to share knowledge with partners in the public and private spheres

Increased:

- **International opportunities for students**
- **Service learning in the community**
- **Graduate-professional education**
- **Knowledge mobilization and technology transfer**
 - Socially innovative products and processes; examples of knowledge transfer; increases in disclosures & patents Improving public policy
 - Public events and outreach



Since the last external review, we have made considerable progress towards our core academic goals, despite facing a major global economic downturn and a very challenging public funding environment – but there is still work to be done

- Undergraduate student-to-faculty ratios remain higher than we would like, despite recent progress.
- Graduate programs face an acute need to increase the competitiveness of their offers of admission, and are unreasonably constrained by the funding environment in realizing their universally expressed desire to admit more international doctoral students.
- Physical infrastructure is in urgent need of major renewal, repair and upgrading after many years of neglect and underfunding.

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