



## **REPORT TO SENATE ON ACADEMIC PLANNING**

**SHEILA EMBLETON  
VICE-PRESIDENT ACADEMIC**

OCTOBER 25, 2001

## CONTEXT FOR PLANNING

- **Internal:** strategic objectives in UAP
- **External:**
  - Demographic (including double cohort)
  - Student interests
  - Government policy: funding, fees
  - Competition:
    - For faculty and students
    - With new degree-granting institutions

- UAP enshrines academic priorities:

- liberal arts
- building on strengths
- professional and applied areas
- engineering and applied science
- interdisciplinary health studies
- high quality graduate education
- leading research university
- internationalization
- TEL

- Demographic changes and double cohort projected to mean 88,900 more students in Ontario universities (1998-99 to 2010-11)

- Changes in student interests towards applied areas put pressure on universities to respond by adjusting programming

- Declining government funding; trends towards targeted funding; regulated fees (with increases capped at about 2% for the next several years)

- Projected need for 10,000 new faculty in Ontario over the period to 2010-11; competition with other universities, other jurisdictions

- New degree granting institutions: OIT, OCAD(?), CAAT applied degrees, private universities

- Information on these trends and influences was presented in greater detail in the Vice-President's reports to Senate last year; these reports may be found on the VPA web page

## ACADEMIC AND BUDGET PLANNING

- Budget planning must respond to academic planning/priorities
- Academic decision-making must take account of financial context
- Planning process must balance collegial decision-making, institutional strategic planning, and expeditious response to external initiatives
- Institutional objectives paramount

- In order to achieve our strategic academic objectives, we need firm financial underpinnings taking into account:

- available resources
- realities, limitations
- constrained environment with non-flexible dollars

- The current situation of budget cuts does not mean that no new appointments can be made; in fact, they must be made to accommodate increased enrolments and address retirements, and to achieve the diversification and introduction of new areas mandated in our strategic planning – however, great care must be taken in how we “spend” the precious resources represented by new appointments – in this context, it is even more important that we be guided by our strategic plans

- May sometimes need to delay some appointments until we can fund them

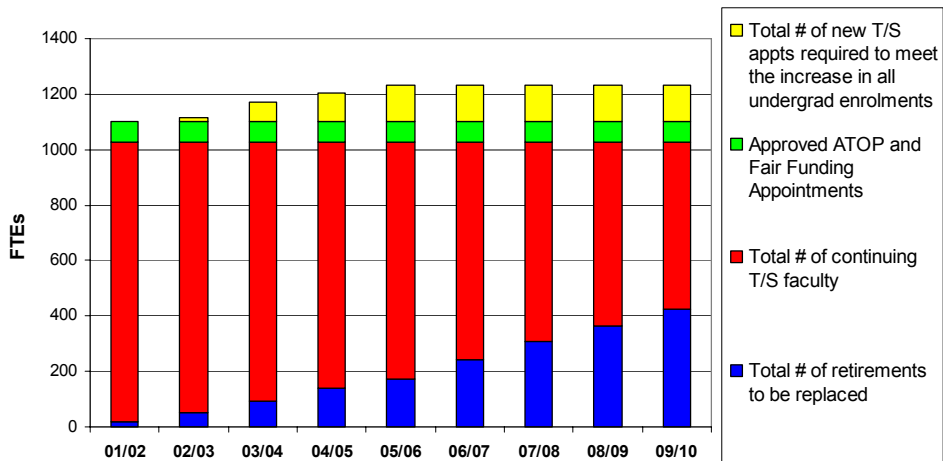
- Difficult choices to be made but we must position ourselves to stay on plans even if progress is sometimes slower than we would all like

- APAY (Academic Planning at York) and UAP provide a collegial framework for academic planning - at the same time the university is increasingly required to respond quickly to short-term immediate initiatives, which do not allow for an APAY-envisioned process

- A number of jurisdictions frequently overlap (Senate, administration, collective bargaining) and their roles must be recognized

- Care must be taken to ensure that external initiatives complement our academic planning, and do not drive us from collegially determined directions, but rather support and enhance those directions

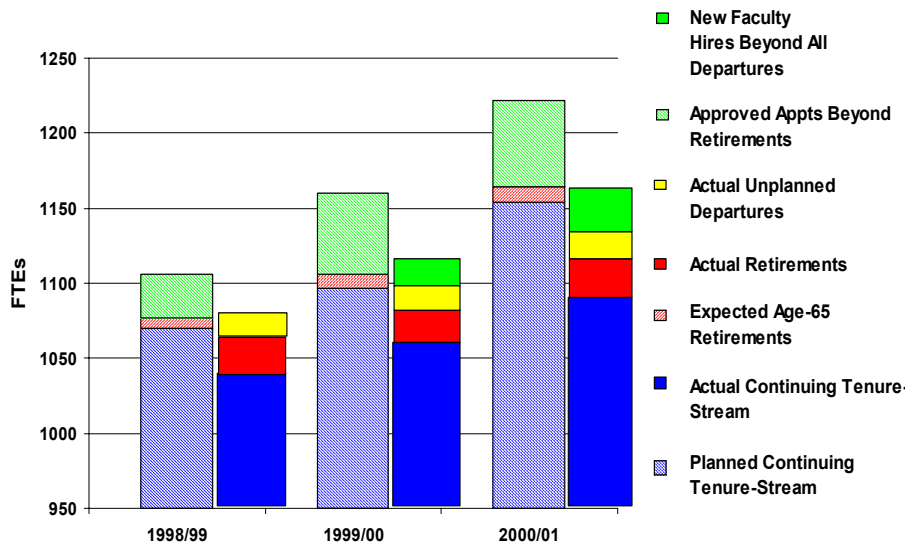
## PLANNED CUMULATIVE TENURE-STREAM FACULTY



Source: Office of the Vice-President Academic

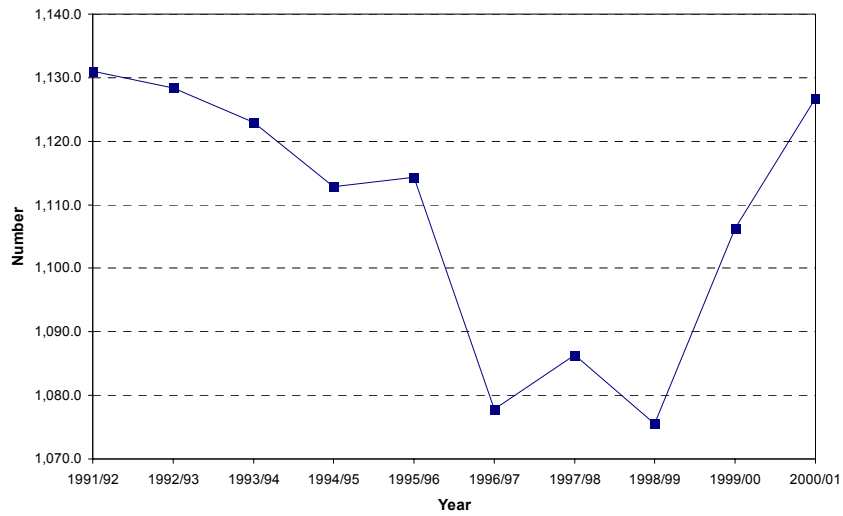
- Graph illustrates York's 10-year projected faculty requirements (cumulative)
- The matter of complements planning raises a number of important issues:
  - how can we maintain, and ideally improve, the student/faculty ratio?
  - should the balance of tenure stream to non-tenure stream faculty change?
  - how do we recruit and retain outstanding faculty in the increasingly competitive environment?
    - competitive salaries
    - marketability
    - flexibility
    - professional development/mentoring support
  - how do we respond to external opportunities that impact complement planning, e.g., CRCs?
- Growth also requires space
- Staff planning must be undertaken in conjunction with faculty planning

## ACTUAL TENURE-STREAM VS. PLANNED TENURE-STREAM



- Authorized searches may fail to result in appointments for several reasons:
  - An appropriate candidate is not identified
  - Promising candidate declines the offer
  - Hiring priorities of the unit or Faculty change
  - Search delayed until future year to have budget in place
  - Decision to broaden search
  - Appointed candidate may defer start date to the following year
- In all cases where an appointment is not made, Faculties must request authorization if they wish to continue the search in the next year
- Frequently a CLA is made until a search can be conducted in the following year

## FULL-TIME FACULTY TENURE STREAM COMPLEMENT



Source: Office of the Vice-President Academic

## TENURE STREAM APPOINTMENTS

FACULTY	2000-01 SEARCHES	2000-01 APPOINTMENTS	2001-02 AUTHORIZED
ARTS	34	23	34
ATKINSON	19	15	9
EDUCATION	7.5	4.5	2
FES	2	1	0
FINE ARTS	5.5	1.5	8
GLENDON	3	3	4
OSGOODE	4	3	3
FPAS	15	9	4
SCHULICH	14	5	11
LIBRARY	0	0	0
TOTAL	104	64	75

Source: Office of the Vice-President Academic

- “2000-01 searches” = searches authorized to be conducted in 2000-01
- “2000-01 appointments” = appointments resulting from these searches: appointments taking effect in 2001-02
- “2001-02 authorized” = appointments currently authorized: appointments will take effect in 2002-03

**“TARGETED” APPOINTMENTS: CUMULATIVE  
TOTALS TO OCTOBER 2001**

<b>CATEGORY OF APPOINTMENTS</b>	<b>Made (as of Sept. 2000)</b>	<b>Made (as of Oct. 2001)</b>	<b>Pending</b>	<b>TOTAL</b>
<b>Fair Funding</b>	33	53.4	16	<b>69.4</b>
<b>ATOP (Access to Opportunities)</b>	8	9	2	<b>11</b>
<b>CRCs</b>	5	10	22*	<b>32</b>
<b>Endowed/Externally Funded</b>	23	24	3	<b>27</b>
<b>TOTAL</b>	<b>69</b>	<b>102.4</b>	<b>37</b>	<b>139.4</b>

\* Notes: this total includes 5 additional CRC nominations submitted to CRC secretariat in June which have been approved but not yet announced; and 1 further nomination submitted in September which is pending CRC secretariat approval; total number of CRCs has increased by 1 since September 2000  
Source: Office of the Vice-President Academic/University Secretariat

- Fair Funding appointments were allocated in two categories:
  - Consolidation: to support high quality, high demand academic programs heavily impacted by previous budget cuts (30 appointments)
  - Innovation: to support the implementation of innovative new program proposals in areas which have been long-standing planning priorities and which promise new enrolment in areas of high demand (39.4 appointments)
- ATOP appointments support growth in high demand areas (computer science, engineering)
- Canada Research Chairs to attract “stars” and future “stars” in order to “enable Canadian universities...to foster research excellence and enhance their role as world-class centres of research excellence in the global, knowledge-based economy”
- Next internal submission deadline for CRC nominations is February 5, 2002 (to Deans’ Offices)
- “Endowed” includes externally funded chairs and professorships as recorded by the University Secretariat

## ENROLMENT PLANNING

- **Undergraduate:**
  - Planning for enrolment decrease in liberal arts majors balanced with growth in applied and professional areas ⇒ overall growth
  - Increased diversification

### **Arts:**

- Enrolment growth from ATOP and Fair Funding Innovation Programs is largely displacement from core liberal arts programs
- Growth (particularly 2006-07 and beyond) is divided among (i) core liberal arts, (ii) high demand programs (e.g.. Economics), (iii) innovative programs in humanities and social sciences, and (iv) collaboration with CAATs

### **Atkinson:**

- Significant planned growth in ATOP and Nursing
- Growth in Fair Funding Innovation Programs in business and health policy and management
- Possible growth beyond SuperBuild in business and health policy and management areas
- Significant collaboration with CAATs; again business and health are highlighted

### **Education:**

- Planned future growth in consecutive program

### **Environmental Studies:**

- New Environmental Design program as primary basis for growth

### **Fine Arts:**

- Growth in joint Design program (with Sheridan)
- Music and Cultural Studies as candidates for possible additional growth

### **Glendon:**

- Moderate ATOP growth
- Growth, especially 2003-04 and beyond, to return to long-standing target levels of enrolment

### **Osgoode:**

- Long-term plan is to maintain enrolment at 870 FFTEs

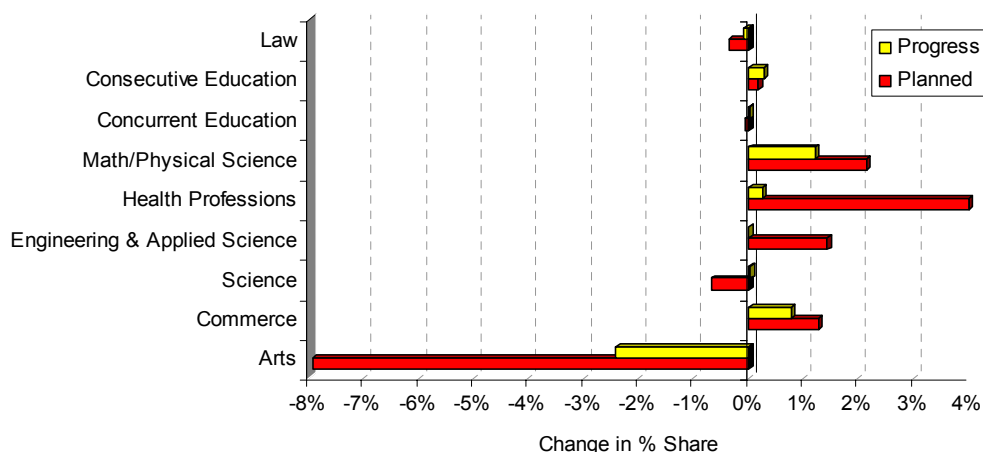
### **Pure and Applied Science:**

- Fair Funding growth planned through new Applied Science and Engineering programs
- Significant planned growth in ATOP
- Possible additional growth through collaboration with CAATs and across all core areas in science

### **SSB:**

- Growth through International BBA program

## DIVERSITY AND REBALANCING: ENROLMENT CHANGES 2000-2001 COMPARED TO 2005-2006 PLAN



Notes: these are MTCU categories; "arts" includes liberal arts, fine arts and environmental studies

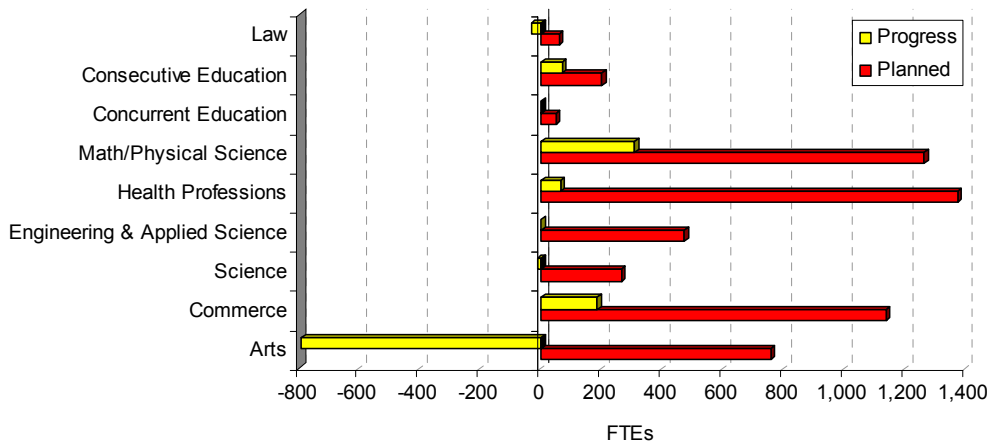
Source: Office of Institutional Research and Analysis and VP Academic

Updated September 2001

-Anticipated effects of enrolment planning directions to 2005-2006, in terms of the proportion of enrolments in various areas identified by MTCU, and progress towards this plan as of 2000-2001

-Note: "arts" in MTCU categorization includes liberal arts, fine arts and environmental studies

## DIVERSITY AND REBALANCING: ENROLMENT CHANGES 2000-2001 COMPARED TO 2005-2006 PLAN



Notes: these are MTCU categories; "arts" includes liberal arts, fine arts and environmental studies

Updated September 2001

Source: Office of Institutional Research and Analysis and VP Academic

-Impact of enrolment planning directions in various areas identified by MTCU, in terms of numbers of FFTEs, to 2005-2006, taking into account the impact of the double cohort, and progress towards these plans as of 2000-2001

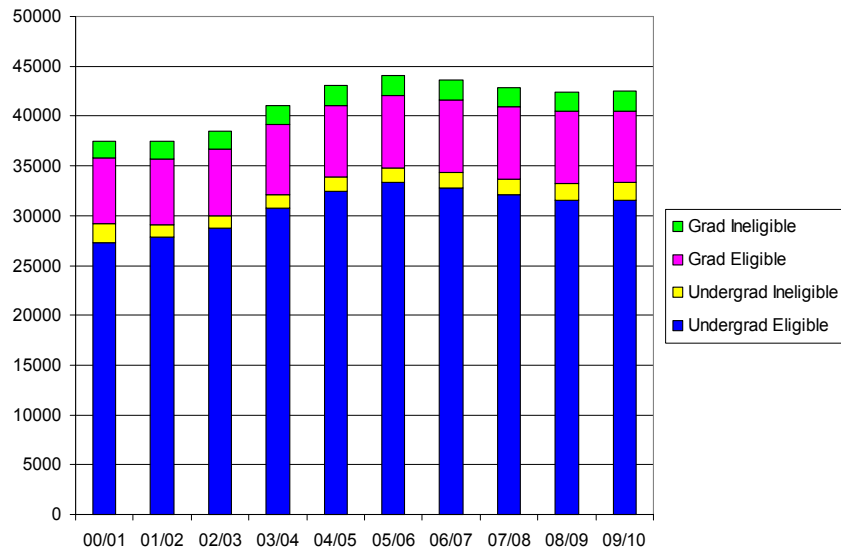
-Note: "arts" in MTCU categorization includes liberal arts, fine arts and environmental studies

## ENROLMENT PLANNING

- Graduate:
  - Increase numbers to maintain balance with undergraduate enrolments
  - Need to develop more specific plans for graduate enrolment growth
  - Financial support is crucial to graduate student recruitment

- Enrolment plans are being refined through meetings with Deans on a program by program basis, but the plan remains to increase numbers of graduate students
- Primary objective is to maintain and where possible enhance quality

## ENROLMENT PROJECTIONS



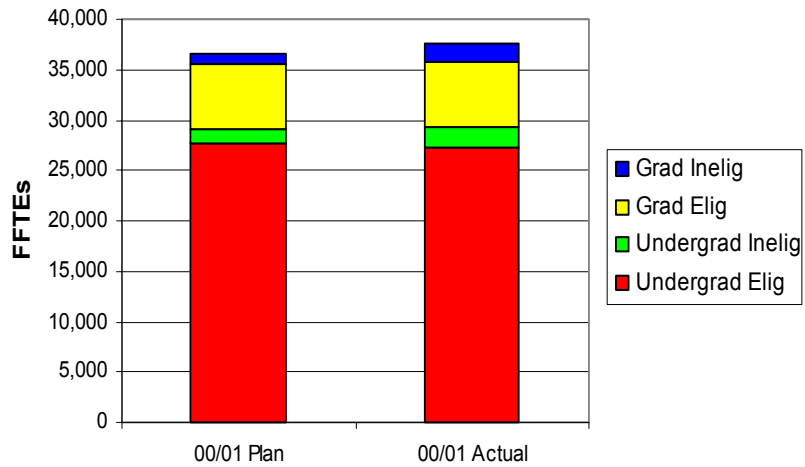
Source: Office of the Vice-President Academic

Note: Grad ineligible includes visa; students past time limits, unfunded programs

Note: Undergrad ineligible includes visa, students lacking credentials, design

- Notes: “Graduate ineligible” includes several categories of students including (primarily) visa students, but also students who have exceeded program time limits, students in unfunded programs
- “Undergraduate ineligible” includes several categories of students including (primarily) visa students, but also students who have been admitted lacking full credentials, students in joint design program with Sheridan

## ACTUAL VS PLANNED ENROLMENTS FOR 2000-2001



Source: Office of Institutional Research and Analysis

September 2001

- Updated information for 2001-2002 to be provided when November 1, 2001 counts available

## STRATEGIC DEVELOPMENT

- **Liberal Arts:**

- Development of programs with applied or professional aspect
- Two certificates approved

**Planning:**

- Criminology
- Cognitive science
- MA and PhD in humanities

- Business and Society Program, an example of an arts program with an applied focus, introduced in 1999, is thriving with 1153 majors in 2000, up from 656 in 1999

- New programs with a similar emphasis on the acquisition of particular skills within the liberal arts degree were approved by Senate in 2000-2001: a Glendon bilingual certificate in Public Administration and Public Policy and a Certificate in Teaching English to Speakers of Other Languages, offered through the Faculty of Arts in cooperation with the Faculty of Education.

- Noteworthy: 9.5% increase in the number of students entering Arts with 80% or better OAC average 1998 to 2000

## STRATEGIC DEVELOPMENT

- **Business/Professional:**

- International BBA and ITEC thriving
- Six new proposals approved

Planning:

- Aboriginal Teacher Education program
- Graduate program in information technology
- Computational finance program

- Schulich's IBBA had 63 majors in its first year (2000-2001)
- ITEC program, introduced in 1999, grew to 1123 majors in 2000, up from 469 in 1999
- Atkinson carried forward plans for the introduction of a new undergraduate degree program in Human Resources Management, with planned steady state enrolments of 140
- Following from the introduction of the undergraduate program, in 2000-2001 Senate approved a Masters program in Human Resources Management in Atkinson; steady state enrolments of about 30 are expected
- In 2000-2001, Senate also gave approval to an Executive MBA program in the Schulich School of Business to be offered jointly with the Kellogg School of Management of Northwestern University, to commence in January, 2002 with an enrolment target of 60. Also approved by Senate in 2000-2001: BA in Business Economics, Atkinson (120-150 enrolments at steady state), full-time direct entry program in Social Work (in addition to the existing part-time program) to meet the changing needs of the program's constituency; part-time BEd, the first in Ontario; and a new graduate diploma in early childhood education.
- Also planned: graduate diploma in curatorial studies (to Senate in October); Glendon exploring with Atkinson development of a BCom for Glendon students
- Noteworthy: Schulich MBA ranked 35<sup>th</sup> in the world by *Financial Times of London* survey, up 10 positions from 1999
- Noteworthy: Osgoode opened its downtown professional development centre in January

## STRATEGIC DEVELOPMENT

- **Applied Science and Engineering:**
  - Engineering program introduced
  - Six appointments planned
  - Two programs approved

- Following Senate approval in 1999-2000, the Faculty of Pure and Applied Science planned for the introduction in September 2001 of a Bachelor of Applied Science in Engineering, which focuses on computer engineering, engineering physics, space engineering, and geomatic engineering, and is designed in conformity with professional accreditation requirements - initial intake of 76 in September 2001; steady state of 361 anticipated
- New programs approved by Senate: conservation ecology stream in biology and MSc in Applied and Industrial Mathematics
- Noteworthy: Top graduating student in the Toronto Board chose York's Faculty of Pure and Applied Science, for the second year in a row

## STRATEGIC DEVELOPMENT

- **Health:**

- School of Health Policy and Management introduced
- Approval of PhD program in Kinesiology and Health Sciences

Planning:

- Masters program in critical disability studies
- Masters program in rehabilitative counseling
- Graduate program in nursing
- Graduate diploma in health studies

- Planning and implementation of the School of Health Policy and Management in Atkinson, which commenced in September 2001, with a planned steady state enrolment of 350 - School has three specializations: health management; health policy; health informatics

- In 2000-2001, Senate approved a new PhD program in Kinesiology and Health Sciences, focusing on three fields: integrative physiology of exercise, neural and biomechanical movement control and health and fitness behaviours - five new students to be admitted annually

## STRATEGIC DEVELOPMENT

- **International:**
  - Appointment of AVP International
  - Four of eight international appointments made
  - Seed funding for international projects
  - Forum on internationalization
  - Four proposals approved by Senate

- Two additional appointments authorized for July 2002
- Funding of over \$63,000 total given to nine projects to advance internationalization by VPA and VPR&I last year
- Deadline for submission of proposals for international projects for 2001-02 is November 12, 2001
- Approved by Senate: Curricular stream in International, Comparative and Transnational Law, Osgoode; International Development Studies program and South Asian Studies program, Arts; Certificate of proficiency in Chinese, TESOL certificate

## STRATEGIC DEVELOPMENT

- **TEL/Collaborative Programs:**

- Communication and Culture graduate program with Ryerson launched
- Construction of state-of-the-art TEL Building is on schedule
- Four of four TEL appointments made

- Communication and Culture graduate program with Ryerson accepted its first 33 students last year
- TEL building to house the Design program, Mathematics, Science and Technology program, undergraduate and graduate communications programs, School of Analytic Studies and Information Technology, and related research and support units
- The plan is to make TEL available across the curriculum; faculty appointments are made in hiring units appropriate to candidates' qualifications
- Collaborative programming is one of the areas which can clearly benefit from development of TEL
- One of the ways we are planning to deal with increased enrolments resulting from double cohort is through further development of TEL and its linkage to collaborative programs