

Submission to the Academic Affairs Committee for January 23, 2007

By U.J. Krull, Vice-Dean: Graduate

Proposal:

Be it resolved THAT the Academic Affairs Committee recommend to Erindale College Council the approval of the proposal for the establishment of the UTM Professional Graduate Programs Centre (PGPC) as an EDU-B at the University of Toronto Mississauga as described in the following attachment:

HIGHLIGHTS:

The growth of established professional master and diploma graduate programs and development of new interdisciplinary programs and research offers an exciting opportunity for University of Toronto at Mississauga (UTM). A number of new professional masters programs are evolving that are very cross-disciplinary and interdisciplinary, and that are not optimally facilitated by a management and academic structure that is drawn from the departmental and faculty structures at the University.

The proposed Professional Graduate Program Centre (PGPC) will serve as an administrative and academic centre for new campus-based cross-disciplinary professional graduate master and diploma programs located at UTM. The PGPC may also offer provision of services to departmentally-based and faculty-based professional graduate programs located at UTM. The Centre will facilitate professional graduate program matters related to administration of the programs, including:

- Managing the process of appointments to establish suitable teaching staff complement for programs through cross-appointments, adjunct, visiting, and status-only appointments
- Assisting programs with administrative matters, such as development of suitable space plans and support of student registration and awards.
- Fostering interdisciplinary research development between programs by provision of research incentives, interdisciplinary seminar series, and workshops/symposia.
- Development and offering of programming that bridges academic and research interests of students, faculty and other collaborators who are associated with professional graduate programs.

The Centre will be a responsibility of the Dean or designate. This person will have responsibility for the Program Directors of new campus-based cross-disciplinary professional graduate programs, and will serve in the equivalent role of the "Graduate Chair/Director" for such programs at UTM. The Dean will be responsible for the development of the overall plan for professional graduate programs that come under the Centre's jurisdiction. Curriculum related work of the graduate programs will continue to be governed as per the School of Graduate Studies and University policies.

There has been extensive consultation for this proposal including UTM Department Chairs, Directors of the UTM professional masters programs, Dean of SGS and the Dean of the Faculty of Arts and Science. The proposal has been reviewed by the Tri-Campus Decanal Committee and the Council of Graduate Deans. If approved by the Academic Affairs Committee and Erindale College Council, then this document will be provided for information to the Graduate Education Council.

FINANCIAL AND/OR PLANNING IMPLICATIONS:

Financial resources and growth of the UTM professional graduate programs, as well as faculty, staff and student numbers generate resources for the proposed Centre. Each professional graduate program has an independent operating budget, which is adjusted to consider self-sufficiency, need, and revenue generating potential. The professional graduate programs share certain administrative needs and components of program budgets will be pooled where it is deemed that pedagogically, as well as financially, that sharing of logistical and technical resources provides advantage.

The PGPC administrative office will be housed in the Office of the UTM Vice-Dean, Graduate. No new space is required for the proposed PGPC.

Proposal for the Establishment of the UTM PROFESSIONAL GRADUATE PROGRAMS CENTRE (PGPC) AS AN EDU-B AT THE UNIVERSITY OF TORONTO AT MISSISSAUGA

Both doctoral and professional graduate programming are offered at the University of Toronto at Mississauga (UTM)¹. The doctoral programs are affiliated with home departments and are managed by Graduate Department Chairs. UTM also hosts several professional master and diploma programs (course based, with significant independent research components – see Appendix 1), and aims to launch several more in this academic planning period.

The growth of established professional master and diploma graduate programs and development of new interdisciplinary programs and research offers an exciting opportunity for UTM. The Professional Graduate Program Centre (PGPC) is proposed as an Extra-Departmental Unit B (EDU:B) to serve as the graduate home for such professional graduate programs. Doctoral graduate programming will not be significantly influenced by the activities envisaged for the PGPC.

At UTM, professional graduate programs are evolving that are cross-disciplinary and interdisciplinary. Such programs may not be optimally facilitated by an administrative and academic structure drawn from a departmental and faculty structure at the University. Academic rigour and academic development of professional graduate programs, as well as related research, is driven by a program Director associated with each program. It is proposed, however, that the administration and resourcing of such UTM programs can be significantly facilitated by an integrated campus-wide approach through the PGPC.

The PGPC will facilitate professional graduate program matters related to management of the programs, including:

- Managing the process of appointments to establish suitable teaching staff complement for programs through cross-appointments, adjunct, visiting, and status-only appointments
- Assisting programs with administrative matters, such as development of suitable space and facility proposals, student assistance and awards, and enrolment.
- Fostering interdisciplinary research development between programs by provision of research incentives, interdisciplinary seminar series, and workshops/symposia.
- Development and offering of programming that bridges academic and research interests of students, faculty and other collaborators who are associated with professional graduate programs.

The PGPC will foster opportunities for synergies between professional graduate programs. Rather than each program operating entirely independently, the creation of the PGPC would permit synergies to be encouraged, resourced and developed. Seed funding for interdisciplinary projects could be made available, and numerous external partnerships are already in place that may lead to research sponsorship, as well as development of seminar series, workshops and symposia for the professional graduate programs.

¹ The listing of graduate degrees offered at UTM are listed at <http://www.utm.utoronto.ca/graduate.0.html>

Currently, each of the professional graduate programs at UTM is managed by a program Director, who reports to a Graduate Chair/Director. The program Director is responsible for the academic content and delivery of a program, and fosters research in the subject area. With the creation of the PGPC, the program directors of new professional graduate programs will report to the Dean or designate, who will serve as the Graduate Chair/Director. Thus, the Dean will serve as a singular Graduate Chair for the professional graduate programs at UTM. The Dean will undertake the responsibilities of a Graduate Chair. The existing UTM professional masters programs, each of which are the responsibility of one or more Graduate Chair/Directors, may consider moving to this model. These decisions will be made on a case-by-case basis.

The division of responsibilities between the Program Directors of professional graduate programs and the Dean will include:

- Scrutinizing credentials and deciding on graduate appointment status for those who are not already so appointed within the University through existing graduate departments (Dean)
- Choosing applicants (Program Director)
- Admitting applicants (Dean)
- Graduate student rankings for fellowships (Program Director to advise, Dean to approve)
- Resourcing with space, financial, administrative and technical support (Dean)
- Graduate enrolment planning (Dean and Program Directors)
- Securing participation of established graduate faculty members to deliver the program (Program Director and Dean)
- Managing program content (Program Director), and informing University community of proposed changes (Dean)
- Maintaining structures for communication and accountability, including graduate appeals committee (Program Director for students, and Dean for faculty, staff, and grievances)
- Handling of conflict of interest (Dean, by appointment of reviewing officer)
- Arranging that every graduate student has suitable supervision and mentoring, and/or a faculty advisor throughout the Program (Program Director)
- Calling a meeting at least once each year of the members of the unit (Program Director)

Financial and planning considerations

As is already the case, each professional graduate program will propose an independent operating budget, which will be adjusted to consider self-sufficiency, need, and revenue generating potential. Campus-based programs may derive their funding from the UTM Dean, while funding for Departmentally-based and Faculty-based programs may also draw funding from outside the UTM. Such a budget is an integral component of any new interdisciplinary graduate program proposal. These funds must continue to account for cross-appointments of faculty from Departments, administrative and technical staff, recruiting, operations and any other costs that are directly applicable to the program.

The professional graduate programs will share certain needs, such as in areas or registration, recruitment, awards administration, and occasionally in technical support (shared electronic

labs, for example). The PGPC will draw from the professional graduate programs to create the administrative support that is directly attributed to operation of the programs. For example, registration and awards administration for students in these programs at UTM might be provided through a single office. Supply of logistical support in terms of mailroom space and meeting space may also be considered as a shared element between some programs. Funds for such activities would be pooled from the professional graduate programs, and would derive from their usual planned budgets. Components of program budgets may be pooled where it is deemed that pedagogically, as well as financially, sharing of logistical and technical resources provides advantage. Existing graduate programs at UTM that are administered through graduate departments may choose whether and how they would participate in the activities outlined for the PGPC.

The PGPC administrative office will be housed in the Office of the Vice-Dean, Graduate. No new space is required for the proposed PGPC.

The immediate staffing needs to launch the proposed PGPC are in place. Staffing (faculty and administrative staff) specific to any particular professional graduate program, or collection of programs, will be proposed by the programs and will be taken through the appropriate formal approvals processes defined by governance.

Reporting structures

The current reporting structure for Program Directors of established professional graduate programs is to Graduate Chairs in various departments and faculties. This relationship will not change, and the Graduate Chairs with their Program Directors continue to have full responsibility for their academic programs. Such Program Directors (or in their stead, the relevant Graduate Chair), will communicate with the Dean with any requests for resources from the UTM budgetary envelop that supports their programs. Communication will also occur whenever changes to programs were proposed.

The Dean will convene an Advisory Committee comprised of all the Program Directors and the Graduate Chairs (or designates) of the professional graduate programs. This Advisory Committee will work to develop interdisciplinary academic programming such as workshops, symposia and seed funding for research, will collaborate to develop administrative structures to better serve graduate students in the professional graduate programs at UTM, and will deliberate about any other aspects of the professional graduate programs that are of common interest.

Master in Biomedical Communications

Offered by the Faculty of Medicine's Institute of Medical Science, the M.Sc.BMC Program offers an interdisciplinary graduate program in medical illustration that bridges the disciplines of art, science, medicine, and communication.

Master of Biotechnology

The M.Biotech Program has been designed to provide a graduate education that prepares qualified students for a career in biotechnology or pharmaceutical industries through offering a firm grounding in the science of biotechnology and an introduction to the management of biotechnological organizations. The program is currently a joint program of three graduate departments: Cell and Systems Biology, Ecology and Evolutionary Biology, and Chemistry.

Master of Management & Professional Accounting

Offered by the Rotman School of Management, the MMPA Program offers an integrated program combining the best of a graduate education in management with professional accounting, including two co-operative work terms.

Master of Management of Innovation

The MMI program is offered by the Department of Health Policy, Management & Evaluation of the Faculty of Medicine with the support of U of T Mississauga's Department of Management, and is designed to refine critical, scholarly, and professional skills in the area of innovation management for students who aspire to a career in technology-focused organizations.

Diploma in Investigative & Forensic Accounting

The DIFA Program is offered primarily on a distance education basis, using a problem-based learning model to provide the understanding, knowledge and skills necessary for the rigorous investigation of financial matters, usually with the objective of establishing evidence related to criminal or civil legal proceedings. The program is currently offered by the Rotman School of Management.