

UTM Academic Planning Template for Unit Academic Plans

Recently, in a memo dated January 2, 2017, Amrita Daniere, Vice-Principal, Academic & Dean asked each Unit (Department or Institute) to prepare a submission to the current academic planning process. These submissions are due by Friday, March 17, 2017 and should be emailed to Anuar Rodrigues, Research Analyst, at anuar.rodrigues@utoronto.ca.

As you are likely aware, our Divisional Academic Plan is required to address the overall vision and directions of UTM as a whole, set priorities for future decision making and identify broad strategies for achieving priorities including short, medium and long-term goals.

While the maximum number of pages per submission is left up to each Unit, the minimum number of pages we expect, in order for Units to capture the range of information required, is four. We are not asking you to prepare a self-study document but rather an outline that succinctly addresses Unit strengths, challenges and proposed solutions or responses that can be implemented in the next five years. It is strongly recommended that Units explicitly link their ideas, where appropriate, to both the guiding principles and the UTM attributes identified in the Vision Statement (i.e. Community, Creativity, Communication, Innovation, and Sustainability). The submissions will be compiled and synthesized, and then provided to the Strategic Planning Task Force to support their work in the planning process. Please feel free to reach out to the Office of the Dean for assistance in preparing your submission.

To ensure each Unit is using the same terminology, please use the terms and definitions below for your submission.

Goals	Broad, long-term aims that define accomplishment of the mission. <i>"Maintain sufficient financial and organizational resources to support programs."</i>
Objectives	Specific, quantifiable, realistic targets that measure the accomplishment of a goal over a specified period of time. <i>"Maintain staff and contractor fees within an 8% to 10% range of annual budget."</i>

Please use the headings below to guide the creation of your Unit's submission. The format utilizes the UTM Mission/Vision/Guiding Principles that can be found here: https://www.utm.utoronto.ca/dean/sites/files/dean/public/shared/UTM%20Mission%20Vision_finalfinal%20.pdf

The headings are placeholder names and may change for the actual UTM Academic Plan.

1. Positioning

- a. Provide a brief discussion about the current state of your unit
- b. Who is your competition? Comparatively speaking, how is your unit faring?

- c. Identify three key challenges facing the unit at this time?
 - d. How does your Unit communicate with its constituency groups?
- 2. Student Experience (Guiding Principle #1)**
- a. What are your unit's strengths in teaching?
 - b. How does your Unit currently support an outstanding educational environment for students?
 - c. What goals does your Unit intend to achieve during the next five years (2018-2022) that would further promote or support this environment?
 - d. How will you get there? What are your objectives?
- 3. Research Foci (Guiding Principle #2)**
- a. What are your unit's strengths in research?
 - b. How does your Unit currently support path-breaking research?
 - c. What goals does your Unit intend to achieve during the next five years (2018-2022) that would further support path-breaking research?
 - d. How will you get there? What are your objectives?
- 4. Outreach Collaboration Influence (Guiding Principle #3)**
- a. How does your Unit currently support outreach and collaboration locally and internationally to the betterment of the public interest?
 - b. What goals does your Unit intend to achieve during the next five years (2018-2022) that would further promote or support outreach and collaboration locally and internationally to the betterment of the public interest?
 - c. How will you get there? What are your objectives?
- 5. Creating Global Citizens (Guiding Principle #4)**
- a. How does your Unit currently create global citizens?
 - b. What goals does your Unit intend to achieve during the next five years (2018-2022) that would further promote or support creating global citizens?
 - c. How will you get there? What are your objectives?
- 6. Resource Allocation (Guiding Principles #2 & #4)**
- a. How does your Unit currently allocate its resources to support an accessible and intellectually creative space for all members of the university community?
 - b. What goals does your Unit intend to achieve during the next five years (2018-2022) that would further create an accessible and intellectually creative space for all members of the university community?
 - c. How will you get there? What are your objectives?

In addition to the above listed headings and questions, please feel free to include and address the following topics as you see fit:

- Cross-disciplinary or interdisciplinary academic initiatives that your unit would like to pursue
- Faculty complement plan
- Enrolment plan
- Staff plan
- Budget plan (including revenue strategy, plans to improve efficiency)
- Program offerings and delivery

- Space utilization (current and anticipated) and strategies to optimize current space
- IT strategy (both academic and administrative) including renewal and support
- Community engagement/service
- Key performance metrics to measure the success of the plan