



# University of Toronto Quality Assurance Process (UTQAP) Cyclical Review: Final Assessment Report & Implementation Plan

<b>Program(s):</b>	Architectural Studies, B.A., Hons.: Major Master of Architecture, M.Arch. Master of Landscape Architecture, M.L.A. Master of Urban Design, M.U.D.
<b>Division/Unit:</b>	John H. Daniels Faculty of Architecture Landscape and Design
<b>Commissioning Officer:</b>	Vice-President and Provost, University of Toronto
<b>Reviewers (Name, Affiliation):</b>	1. Professor Christine Macy, Dean, Faculty of Architecture & Planning, Dalhousie University 2. Professor Sacha Menz, Past Dean, Departement Architektur, ETH Zürich 3. Professor Adèle Naudé Santos, Dean, School of Architecture and Planning, Massachusetts Institute of Technology
<b>Date of review visit:</b>	November 5–7, 2013
<b>Date reported to AP&amp;P:</b>	April 1, 2014

## 1 Outcome

The Committee on Academic Policy and Programs (AP&P) requested a follow-up report on the process of reorganization and the cultivation of new faculty leadership. The follow-up report will be considered by AP&P at its Cycle 5 meeting in 2014-15.

## 2 Significant Program Strengths

- Excellent decanal leadership
- Bold vision of an integrated, interdisciplinary faculty and student body
- Conceptualization of undergraduate program as non-professional and graduate programs as professional gives the Faculty a clear and strong identity
- Outstanding recent hires position the faculty well for the future
- Impressive overall quality of the students
- Students very satisfied with programs and the level of their preparedness for practice
- New One Spadina Circle space will promote the visibility of the Faculty and the work of its faculty and students

## 3 Opportunities for Program Improvement and Enhancement

The reviewers recommended that the following be considered:

- Reviewing, strengthening, and balancing the graduate programs
- Addressing issues with the Urban Design program
- Aligning the proposed Ph.D. program with the current research specializations of faculty
- Developing a recruitment strategy for the graduate programs, deepening the recruitment pool, and better integrating advanced standing students
- Deepening faculty participation in leadership roles
- Mentoring new faculty
- Finalizing the Academic Plan
- Developing a research strategy and increasing the number and range of research partnerships
- Optimizing the administrative organizational structure

## 4 Implementation Plan

The Dean undertook in consultation with the Faculty to support the following changes:

- Immediate Term (1 year)
  - Addressing issues with the Urban Design program
    - The Faculty is considering substantial structural changes to the Urban Design program, including possible mergers, adjusting prerequisites, changing the length of the degree program, and creating an advanced urban design option for other graduate architecture and landscape architecture students. These reforms will be initiated in 2013-14.
  - Finalizing the Academic Plan
    - Through consultations with faculty, students, and the broader community, the Faculty will finalize its Academic Plan to chart future directions and outline common goals.
  - Developing a research strategy and mentoring new faculty
    - The Faculty will develop (year 1), institute (over 2 years) a Strategic Research Plan that will continue to foster its high calibre of research and creative practice by better

- supporting initiatives and establishing a more robust mentoring system for new faculty members.
  - The Faculty will appoint a research officer to further support new research initiatives at the Faculty.
- Optimizing the administrative organizational structure and deepening faculty participation in leadership roles
  - Together with the Vice President for Human Resources & Equity, the Faculty will review its staff and administrative structure to ensure that needs are well met while cultivating a new generation of faculty and staff.
- Medium Term (2-3 years)
  - Reviewing, strengthening, and balancing the graduate programs
    - The Faculty will continue to implement and monitor curricular reforms to the professional masters programs, integrating technology to the core curriculum, balancing disciplinary and intra-disciplinary design instruction, and making the master's thesis more research intensive.
    - The Faculty will establish a more formal evaluation system of curricular reforms and the quality and consistency of learning outcomes and program delivery.
  - Aligning the proposed Ph.D. program with the current research specializations of faculty
    - The Faculty will continue to develop the Ph.D. in Architecture, Landscape and Design Studies focused in the areas of the history of technology, building systems, computation-driven fabrication, and urban sustainability.
  - Developing the undergraduate programs
    - The Faculty will continue to support the transition of the Bachelor of Arts programs in Architectural Studies and Visual Studies.
  - Developing recruitment strategies
    - The Faculty will continue to develop and implement a broader undergraduate and graduate recruitment strategy to maintain the high quality of applicants, expand the pool of international applicants, and strengthen the Faculty's ability to attract top candidates to all programs.
- Longer Term (3-5 years)
  - Increasing visibility
    - The Faculty will leverage its new home at One Spadina Crescent to increase its visibility, celebrate the work of its faculty and students, and realize its vital role in the city of Toronto and beyond.

The Provost's Office will work with the Dean's Office to monitor progress in implementing the above plan of action.

## 5 Executive Summary

The reviewers identified the Faculty's strengths as the excellent decanal leadership; the bold, interdisciplinary vision for the Faculty; the clear distinction between the undergraduate and graduate programs; outstanding recent hires; impressive student quality; high levels of student satisfaction and preparedness for professional practice; and the increased visibility provided by the planned new building complex. The reviewers recommended that the followings issues be

addressed: reviewing, strengthening, and balancing the graduate programs; addressing issues with the Urban Design program; aligning the proposed Ph.D. program with the current research specializations of faculty; developing a recruitment strategy for the graduate programs; deepening faculty participation in leadership roles; mentoring new faculty; finalizing the Academic Plan; developing a research strategy and increasing the number and range of research partnerships; and optimizing the administrative organizational structure. The Faculty is considering substantial structural changes to the Urban Design program and will continue to implement and monitor curricular reforms to the professional masters programs. Through consultation with faculty, students, and its broader community, the Faculty will finalize and implement its Academic Plan and will review its staff and administrative structure. In addition, the Faculty will institute a Strategic Research Plan that will continue to foster its high calibre of research and creative practice. The Faculty will seek approval for a proposed Ph.D. in Architecture, Landscape and Design Studies, and it will continue to support the Bachelor of Arts programs in Architectural Studies and Visual Studies. The Faculty will continue to develop and implement an undergraduate and graduate recruitment strategy. In the longer term, the Faculty will leverage its new home at One Spadina Crescent to increase its visibility, celebrate the work of its faculty and students, and realize its vital role in the City of Toronto and beyond. The Committee on Academic Policy and Programs requested a follow-up report on the process of reorganization and the cultivation of new faculty leadership. The follow-up report will be considered by the AP&P at its Cycle 5 meeting in 2014-15.