

Faculties of the Future

Engagement Session with Liberal Arts & Professional Studies Faculty Council

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YORK 



Faculties of the Future Critical Path

- May 2024: initial presentation to APPRC and University Academic Leadership Forum (chairs, directors, gpd's, associate deans, deans...)
- June–September 2024: Discussion Paper developed and shared with APPRC for input
- posted on [York U Forward Action Plan site](#) with data (Project #2)
- Working Group formed with input from input from APPRC Technical Subcommittee (membership and mandate are on the website)
- Engagement underway via group consultations (see website), individual conversations, and comments can be submitted via [Mach Form](#)
- Target before end of 2024-25 academic year to synthesize input and prepare recommendations for consideration by President, and sharing with APPRC, Provost & VPA

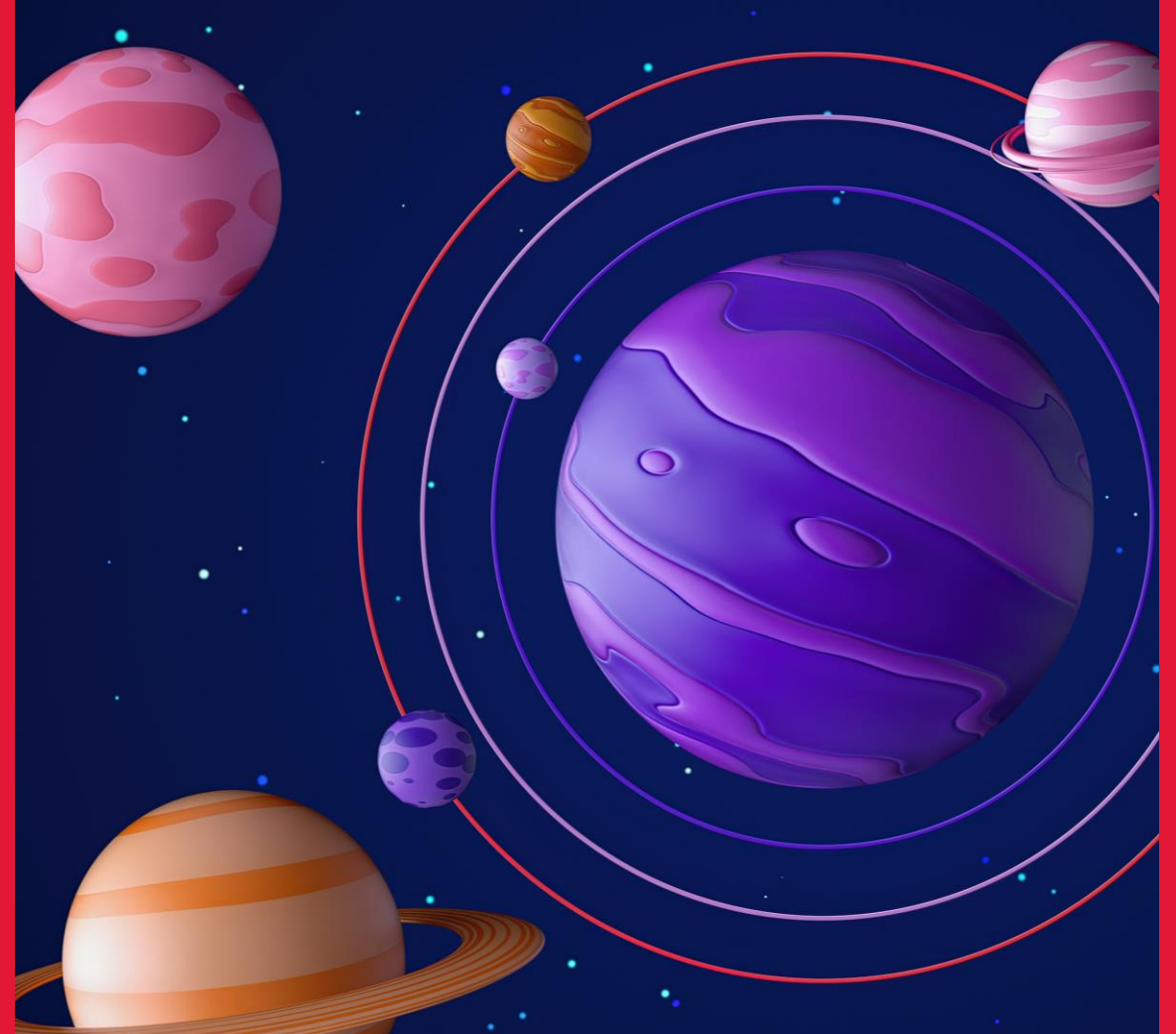
The case for renewing academic unit structures

- “Academic units” includes Faculties (10) and departments (49)
- Discussion paper outlines challenges and risks related to:
 - small scale
 - large scale
 - number of discrete units



Risks related to Small Scale

- heavy service loads for faculty
- reduced capacity for research, teaching, program and pedagogical innovation
- course offerings lack visibility to students outside the unit
- low access to staff support
- lack of back up for faculty/staff absences
- early career and minoritized faculty may be isolated (“only one” in the unit)
- may be structurally dependent on cross-subsidies for sustainability, with less opportunity for program diversification
- vulnerable to rapid growth of deficits when cross-subsidies not available



Risks related to Large Scale

- lack of cohesive shared vision/identity
- Disparate directions among sub-units or areas
- lack of coordination and collaboration in curricular planning, research activities
- high student-faculty ratios, workload implications
- lack of capacity for program, pedagogy, research innovation
- resources devoted to cross-subsidization of other units reduce capacity for investment in quality student experience, innovation



Risks related to Number of Units

- › Fragmented and siloed planning
- › Internal competition, especially in areas of lower/declining enrolment
- › Course proliferation, duplication
- › Teaching costs grow beyond tenure stream capacity
- › Unplanned course cancellations
- › Lack of differentiation reduces appeal (external)
- › Barriers to student choice, progression, completion impairs student experience (internal)
- › Administrative overhead costs grow
- › Resource intensity of advising needs to navigate
- › Missed opportunities for community, critical mass
- › Missed opportunities to collaborate on new topics
- › Financial unsustainability



Discussion Questions

- Convincing case for change? What kind of change?
- Right goals and success criteria?
- Data – meaning and gaps?
- Comparative case studies – takeaways?
- Specific ideas for new/combined units?
- Concerns and risks?
- Processes to generate conversation in/among units?

*other questions and comments welcome