

# Proposal for Academic Restructuring of the Faculty of Forestry

## 1 Introduction

This document outlines a proposal for academic restructuring of the Faculty of Forestry, drafted under the University's *Policy and Procedures for Faculty and Librarian on Academic Restructuring* and following a collegial, inclusive and deliberative process of exploration and consultation that began in March 2017. The proposal would see faculty members, students and staff from the Faculty of Forestry join the John H. Daniels Faculty of Architecture, Landscape, and Design (Daniels).

Over the next 120 days, the Deans of Forestry and Daniels will establish and communicate a process to engage faculty members of both Faculties in collegial discussion about this restructuring proposal. Feedback will also be sought from students, staff, alumni and relevant external groups, and the Deans of Forestry and Daniels will be hosting a series of information meetings for faculty, students and staff to discuss the details of the proposal and to hear any input. In consultation with the faculty members of Forestry and Daniels, the Deans of Forestry and Daniels may propose academically sound and fiscally responsible alternatives to the Provost for her consideration.

## 2 Consultation Process

In late March 2017, the Provost announced a collegial, inclusive and deliberative process of exploration and consultation about the Faculty of Forestry under paragraph 5 of the [\*Policy and Procedures for Faculty and Librarians on Academic Restructuring\*](#):

5. Prior to an Academic Restructuring being proposed, faculty members and librarians of potentially affected Academic Units must have had a reasonable opportunity to participate in a collegial, inclusive, and deliberative process in which the context and parameters of potential Academic Restructuring could be explored and during which their input was sought.<sup>1</sup>

A consultation website was made available through which faculty members and librarians, as well as students, staff and other stakeholders were invited to provide input as part of the collegial, inclusive and deliberative process exploring the context and parameters of potential restructuring.<sup>2</sup>

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<sup>1</sup> Initial notification included letters to the Dean of Forestry and to individual faculty members in the Faculty of Forestry. A [memo](#) was circulated to all recipients of the Provost's Digest, and a letter was sent to academic administrators in departments, EDU:As and EDU:Bs, and divisions with academic programs and research in disciplines and areas of study related to forestry (i.e., potentially affected academic units), encouraging them to circulate the memo to individual faculty members and librarians who might be interested in engaging with the process.

<sup>2</sup> The consultation website was publicized through a [memo](#) circulated to all recipients of the Provost's Digest, as well as through direct emails to Forestry faculty and staff, and several other constituencies including student organizations and external stakeholders related to the Faculty of Forestry. The full list of those invited to provide feedback through the consultation website and/or through in person meetings appears in Appendix A of the discussion paper described below.

In addition to this open online consultation, in-person meetings were also held with stakeholders. Professor Elizabeth Smyth, then Vice-Dean, Programs in the School of Graduate Studies, acted as chair for a series of in-person consultation sessions that were held with members of potentially affected academic units.

On October 5, 2017, the Provost shared a discussion paper summarizing the consultations to date, based on information collected from 99 online submissions and meetings attended by 79 faculty members, students, staff and alumni.<sup>3</sup> The paper was shared with members of Principals, Deans, Academic Directors and Chairs, and faculty members of the Faculty of Forestry.<sup>4</sup>

With the release of this discussion paper, feedback was welcomed about the conversations to date, as were specific suggestions about academic restructuring proposals or models that accounted for the considerations described in section three of the discussion paper.<sup>5</sup>

Following the release of the discussion paper, the Dean of the Faculty of Forestry met with Forestry faculty in October 2017 to discuss the discussion paper and explore potential options for academic restructuring. Several faculty members expressed support for exploring opportunities with the John H. Daniels Faculty of Architecture, Landscape, and Design (Daniels). Over the following year, many discussions took place among the two Deans, Forestry faculty, and other colleagues and administrators to consider what a potential restructuring would look like, taking into account concerns raised during the 2017 consultation process.

In November 2018, the Dean met again with Forestry faculty to consider all options for restructuring. At that time, Forestry faculty unanimously supported moving forward with a restructuring process that would move forestry activities into Daniels.

Meanwhile, the Dean of Daniels opened a conversation with the Faculty's executive leadership group in Fall 2018 about moving forestry activities into Daniels. The Dean of Daniels further announced at the December 2018 Daniels Faculty Council meeting that the Provost would be bringing forward a proposal under the *Policy and Procedures for Faculty and Librarians on Academic Restructuring*.

The Policy specifically states:

7. All faculty members and librarians of Academic Units for which Academic Restructuring has been proposed must be notified in writing no less than 120 days before the proposal is to enter formal processes of University Governance for consideration. During that period of time, the

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<sup>3</sup> This discussion paper is enclosed as Appendix A and includes a full list of meetings and detailed summaries of the online submissions.

<sup>4</sup> The discussion paper was posted online and publicized through a [memo](#) circulated to all recipients of the Provost's Digest, as well as through direct emails to the Dean of Forestry, Forestry faculty, Forestry students, student organizations, all academic administrators responsible for potentially affected academic units who had received the initial notification, and all external stakeholders that had engaged in any part of the consultation process to that point.

<sup>5</sup> The consultation website where the discussion paper was posted included an invitation to submit questions, feedback, or specific suggestions or proposals through a web form or by email. All recipients of direct emails also received a link to the web form and the consultation email address.

Academic Unit head shall establish and communicate a process to engage unit faculty members and librarians in collegial discussion. In consultation with the faculty members and librarians of the unit, the Academic Unit head shall be given the opportunity to propose academically sound and fiscally responsible alternatives to the academic administrator proposing the Academic Restructuring for their consideration.

Over the next 120 days, the Deans of Forestry and Daniels will establish and communicate a process to engage faculty members of both Faculties in collegial discussion about this restructuring proposal. In consultation with the faculty members of Forestry and Daniels, the Deans of Forestry and Daniels may propose academically sound and fiscally responsible alternatives to the Provost for her consideration.

### 3 Academic Rationale

In its [Statement of Institutional Purpose](#), the University articulates its mission as follows: “The University of Toronto is committed to being an internationally significant research university, with undergraduate, graduate and professional programs of excellent quality.”

In the course of consultations in 2017, the contributions of Forestry’s faculty and graduates to this mission were often highlighted. Participants referenced the book *One Hundred Rings and Counting: Forestry Education and Forestry in Toronto and Canada, 1907-2007*, which provides detailed accounts of forestry education at U of T and in Canada. The Faculty of Forestry’s five tenure-stream faculty members and one contractually-limited term appointee (CLTA) are active participants in funded research, working in areas such as forest ecosystem management, forest conservation science, sustainable biological resources, urban forestry, as well as biomass utilization for sustainable materials and products. In 2018-19, the Forestry faculty is teaching 122 graduate students engaged in its MScF, PhD, and accredited Master of Forest Conservation (MFC) programs, as well as undergraduate students pursuing forestry courses and programs in the Faculty of Arts and Science. Together with the activities of faculty, students and staff in cognate units on all three campuses, Forestry’s activities are part of the University’s commitment to the environment and sustainability, a commitment that is reflected through a wide range of programs, research, interdisciplinary units, as well as other initiatives.

As Canada’s leading research university, the University of Toronto plays a critical role in supporting research, education and programming on the environment and on the sustainable management of natural resources. These activities inform responses to urgent challenges such as climate change through forest science research and professional forestry educational offerings, as well as related scholarship and teaching that takes place in a range of academic units across the University. The 2017 consultations regarding potential academic restructuring of the Faculty of Forestry considered potential structures that would allow forestry and the academic programs and research related to the discipline of forest sciences at U of T to flourish, while also having more stability and sustainability.

In the last few years the Faculty of Forestry has been able to stabilize its budget deficit and create a balanced budget. Yet, in the longer term, with its existing enrolment, faculty complement, and current demand, the Faculty of Forestry is not financially sustainable. A number of possibilities for academic restructuring or other changes to the Faculty of Forestry were discussed during the 2017 consultation

process: retain the current Faculty structure; expand the current Faculty structure; close the Faculty; create a new unit; amalgamate the Faculty into another unit.<sup>6</sup> One of the units mentioned in relation to an amalgamation option was the John H. Daniels Faculty of Architecture, Landscape, and Design. The Daniels Faculty, with its mix of programs, which includes large undergraduate programs, professional master's programs and a small PhD program, is in a reasonably strong financial position. The proposed restructuring would result in a more sustainable unit structure, with some economies of scale and a broader array of programs that could be strongly positioned to adapt to shifts in need and demand from students, employers, the field and the professions.

Within a sustainable unit structure, the proposed restructuring includes provisions for an increased faculty complement that can support new initiatives that draw on intersecting strengths. The proposal creates opportunities for longer term development of research and programming initiatives in line with considerations raised during the consultation process, and expanded opportunities for research and outreach in line with Daniels' priorities. For example, interdisciplinary research and doctoral supervision could be undertaken in the areas of bio products, landscape conservation, or mass timber use in building design and construction, perhaps in relation to Forestry faculty's continued participation in the Mass Timber Institute. Opportunities for joint involvement of Daniels and Forestry faculty in life science-based research would be enhanced, drawing on Forestry's strong track record in tri-council funding. More broadly, restructuring offers the potential to capitalize on areas of mutual interest (e.g., urban and exurban issues), including the possibility of a new undergraduate program in urban forestry, which could be developed through the normal program development and approval processes; and/or expanded outreach to a larger constituency of professionals, industry partners, and open opportunities for applied tri-council and contract research. These initiatives would enable the attraction of a larger number of prospective students and create new opportunities for fundraising in cross-disciplinary areas.

The consultation process raised a number of considerations to inform potential structures and suggested that any possible restructuring should take into account these considerations.<sup>7</sup> The current restructuring proposal would address many of these considerations. For example, conversations with the forestry accrediting body suggest that there would be no impact on the Master of Forest Conservation's accreditation status. Similarly, there is no reason to expect that restructuring would have any impact on Daniels' professional programs, which have recently gone through their re-accreditation process. Programs and structures that are already working well for students in both Faculties would be maintained, and there is no planned decrease in enrolments to any degree programs currently offered in either Faculty. Because the programs offered by the two Faculties are in complementary but distinct disciplines, competition for students and space, including lab space, is not expected. As described below, existing staff complement levels would be maintained, so the proposed restructuring should not exacerbate demands on staff support, including technicians to support labs.

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<sup>6</sup> See Appendix A, pages 8-9 for details.

<sup>7</sup> See Appendix A, pages 7-8 for details.

## 4 Proposed Academic Restructuring

Under the proposed academic restructuring, effective July 1, 2019, the Faculty of Forestry would be disestablished; Forestry faculty budgetary appointments would be transferred to the John H. Daniels Faculty of Architecture, Landscape, and Design. No changes would be made to existing Daniels faculty appointments. The Dean of the Daniels Faculty would continue to be the Dean of the Daniels Faculty, with administrative and budgetary responsibility for the Faculty, including responsibility for faculty budgetary appointments transferred from Forestry. The position of Dean, Faculty of Forestry would cease to exist upon the disestablishment of the Faculty of Forestry.

## 5 Relevant Information and Implications Pertaining to the Rationale

### 5.1 Graduate Units

Under the proposed restructuring, the Forestry graduate unit – including graduate faculty memberships, students, and programs – would move into Daniels. The Forestry graduate unit would continue to be categorized as Division IV – Life Sciences.

No changes would be made to the Architecture, Landscape, and Design graduate unit, including programs, students and graduate faculty memberships. The Architecture, Landscape, and Design graduate unit would continue to be categorized as Division II – Social Sciences.

The Dean of the Daniels Faculty would continue to be the graduate Chair of the Architecture, Landscape, and Design graduate unit, and would also become the graduate Chair of the Forestry graduate unit. The Dean would appoint, from the members of the Forestry graduate unit, a Program Director for the forestry graduate programs, consistent with the provisions outlined in the [Constitution of the School of Graduate Studies](#), and with the same delegated authority as other Daniels Program Directors. The Program Director role would replace the existing Program Coordinator role (although the individual who is currently serving as Program Coordinator could be appointed as the new Program Director).

### 5.2 Extra-Departmental Units (EDUs)

No changes to Daniels' existing EDU:Cs and EDU:Ds would result from the restructuring. The Faculty of Forestry is currently the lead Faculty for one EDU, Centre for Biocomposites and Biomaterials Processing (EDU:D). This Centre would transfer to Daniels, which would become the lead Faculty for this EDU. Any new EDU:Cs or EDU:Ds to support initiatives following restructuring would be brought forward through the normal EDU development and approval process.

### 5.3 Programs

The restructuring proposal does not imply changes to any existing programs offered by either Faculty. The sustainable unit structure may create opportunities for faculty to collaborate on changes to existing programs (e.g., the introduction of an emphasis or field in urban forestry within the existing professional Master of Forest Conservation, or the development of an undergraduate program in urban forestry). Any changes to existing programs or creation of new programs would be developed

and approved in accordance with the University of Toronto Quality Assurance Process (UTQAP), with appropriate consultation with faculty and students.

<b>Forestry Graduate Programs<sup>8</sup></b>	<b>Enrolment 2018-2019</b>
Forestry (PhD)	46
Master of Science in Forestry (MScF)	8
Master of Forest Conservation (MFC) (accredited professional program)	68
<i>Total</i>	<i>122</i>

<b>Daniels Undergraduate Programs<sup>9</sup></b>	<b>Enrolment 2018-2019</b>
Architectural Studies (leading to Honours Bachelor of Arts)	958
Visual Studies (leading to Honours Bachelor of Arts)	102
Non-Degree	8
<i>Total</i>	<i>1,068</i>

<b>Daniels Graduate Programs<sup>10</sup></b>	<b>Enrolment 2018-2019</b>
Architecture, Landscape, and Design (PhD)	(25 as of 2020-21)
Master of Architecture (MArch) (accredited professional program)	291
Master of Landscape Architecture (MLA) (accredited professional program)	80
Master of Urban Design (MUD) (professional program)	14
Master of Visual Studies (MVS) (professional program)	15
<i>Total</i>	<i>400</i>

The proposed restructuring does not address the forest conservation and forest biomaterials undergraduate programs offered by the Faculty of Arts and Science in association with the Faculty of Forestry. Forestry faculty members currently teaching in those programs would continue to teach in those programs. If the Faculty of Arts and Science were to make any changes to the undergraduate offerings, these would be made through the normal UTQAP processes, with appropriate consultation with faculty and students.

## **5.4 Faculty Members and Librarians<sup>11</sup>**

Under the proposed restructuring, it is expected that the budgetary appointments of faculty members of the Faculty of Forestry will transfer to the Daniels Faculty. Individual faculty may make arrangements to transfer to other units subject to the normal process for such transfers. In the event that not all current faculty transfer to Daniels, the existing faculty complement (5 FTE) of the Faculty of Forestry would nonetheless be maintained within Daniels. The intention is to further expand that complement to build on points of intersecting research and teaching interest and support new joint

<sup>8</sup> <https://sgs.calendar.utoronto.ca/degree/Forestry>

<sup>9</sup> <https://daniels.calendar.utoronto.ca/>

<sup>10</sup> <https://sgs.calendar.utoronto.ca/degree/Architecture,-Landscape,-and-Design>

<sup>11</sup> There are no librarians affected by the proposed restructuring.

research and teaching initiatives within Daniels. To that end, the Provost will allocate resources to support five additional faculty lines under this proposed restructuring to build and strengthen the forestry programs in ways that would allow integration into Daniels disciplinary foci and various program offerings.

Following restructuring, Forestry faculty, staff and students moving to Daniels would become members of the Daniels Faculty and governed by its policies and procedures. They would be participants in normal collegial processes, for example, to review and develop divisional policies and procedures around equitable workload and the evaluation of teaching, research and creative professional activity, including those governing hiring, and review for promotion. To facilitate the transition, it is proposed that workload for the current Forestry faculty members would be assigned consistent with their current Forestry Unit Workload Policy until the next iteration of the Daniels workload policy is finalized, to allow the participation of forestry faculty in the unit workload review process and policy development within Daniels.

<b>Faculty Complement</b>	<b>Daniels</b>	<b>Forestry</b>
Tenure- & Teaching-Stream	27 FTE	5 FTE
Other Professoriate & Lecturers	25.96 FTE	0.7 FTE

### 5.5 Graduate Faculty Memberships

Forestry graduate faculty memberships would remain within the Forestry graduate unit and Architecture, Landscape, and Design graduate faculty memberships would remain within the Architecture, Landscape, and Design graduate unit.

<b>Graduate Faculty Memberships (Headcount)<sup>12</sup></b>	
<b>Daniels</b>	<b>Forestry</b>
67 (24 Full; 42 Associate; 1 Emeritus)	71 (14 Full; 48 Associate; 9 Emeritus)

### 5.6 Other Appointments

Adjunct, sessional, and secondment appointments would continue to be made on a year-by-year basis as required to support program needs.

### 5.7 Students and Alumni

The importance of communication with students was highlighted throughout the 2017 consultation process. The Deans will be communicating with students about the proposed restructuring, ensuring that students are aware that no programs are closing or being modified as a result of the proposed restructuring. The Deans of Forestry and Daniels will be hosting a series of information meetings for faculty, students and staff to discuss the details of the proposal and to hear any input.

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<sup>12</sup> The Faculty of Forestry’s graduate faculty memberships include 55 non-appointed individuals (i.e., adjunct faculty) from the forestry profession including industry and government agencies, and five appointed faculty from other budgetary academic units at U of T.

As of Fall 2018, 122 students were registered in a Faculty of Arts and Science undergraduate program offered in association with the Faculty of Forestry. The Faculty of Arts and Science will also communicate with students in the undergraduate programs offered in association with the Faculty of Forestry to ensure that they are aware that the proposed restructuring does not impact their programs.

*Daniels Faculty combined enrolments 2018-2019: 1,468 students*

*Faculty of Forestry combined enrolments 2018-19: 122 students*

Faculty of Forestry alumni have been engaged in the consultation process around a possible restructuring since 2017. The Deans of each Faculty will be contacting alumni during the 120-day period to make them aware of the proposed restructuring and ensure they are aware that the programs they have been associated with would not change as a result of restructuring.

## **5.8 Administrative Staff**

There are no plans to reduce the total number of administrative staff associated with each Faculty. Staff from the Faculty of Forestry would be transferred to Daniels. The current administrative staff structure of the Daniels Faculty would be retained, expanded, and adapted where necessary to reflect existing Faculty of Forestry staff and address the specific needs of forestry programs, research, and outreach activities. The Daniels administrative staff complement has been restructured and expanded in recent years to address the broad needs of the division in student services, IT, financial services, fundraising/advancement/alumni relations, research development and administration, communications and public programming.

The Deans of Forestry and Daniels will be hosting a series of information meetings for faculty, students and staff to discuss the details of this proposal and to hear any input. Notification to administrative staff will be done in accordance with applicable employment policies and collective agreements.

*Daniels staff complement: 32.9 FTE*

*Forestry staff complement: 6 FTE*

## **5.9 Budgetary and Financial Information**

Taking current enrolments, costs and revenues into account, the Faculty of Forestry will be in deficit within one to two years. Forestry also faces the possibility of multiple faculty retirements and the need for subsequent renewal. By contrast, Daniels, with its mix of programs, which includes large undergraduate programs, professional master's programs and a small PhD program, is in a reasonably strong financial position. Though there are short-term budgetary pressures for the One Spadina project and the transition to a new Interdivisional Teaching Framework (IDT), these are not expected to impact the Faculty's financial position over the medium to long term.

To support future collaborations amongst faculty members and the sustainability of the Daniels Faculty following restructuring, the Provost will allocate an additional \$1 million to its base budget.



## **5.10 Governance**

Following restructuring, Forestry faculty, staff and students moving to Daniels would become members of the Daniels Faculty and governed by its policies and procedures. They would be participants in normal collegial processes, for example, to amend the Daniels Faculty's constitution to appropriately represent forestry-based programs, faculty and students.

## **5.11 Space**

Current Forestry faculty would continue to be housed at 33 Willcocks. Forestry infrastructure (e.g., labs, offices, classrooms, computing facilities) to support existing research and academic programs would remain as needed within 33 Willcocks.

## **5.12 Agreements**

Endowments would be transferred to Daniels and would continue to be administered in accordance with their terms and U of T policy. All forestry-related awards could be reviewed in the context of restructuring to ensure that they are amended as needed to remain as close as possible to the original terms. For example, some awards are designated for students in the Faculty of Forestry; following past precedent, these awards could be amended to remain as close as possible to the original terms but reflect the new structure.

## Appendix A

Discussion Paper: Strengthening the University of Toronto's Leadership in Forestry, Conservation Studies, and Related Disciplines: A Summary of Consultation Findings and Discussion of Options (October 7, 2017)

Available at: <https://wp.provost.utoronto.ca/memos-provost-utoronto-ca/wp-content/uploads/sites/19/2017/10/ForestryDiscussionPaper-Final.pdf>

## Appendix B

### Key Dates for Consultation and Governance

Date	Item
Week of December 17, 2018	Release of proposal and beginning of online consultation <ul style="list-style-type: none"> <li>• Consultation website launched</li> <li>• Deans, faculty, staff and students advised of proposal release</li> </ul>
Winter 2019 (January-February)	Get-together meetings between faculty members at Forestry and Daniels, organized by the Deans  Forestry Dean and Vice-Dean of Faculty of Arts & Science (FAS) to meet with undergraduate students in FAS Forestry programs  6 information meetings hosted by the Deans of Forestry and Daniels: <ol style="list-style-type: none"> <li>1. faculty in Forestry</li> <li>2. faculty in Daniels</li> <li>3. graduate students in Forestry</li> <li>4. graduate students in Daniels</li> <li>5. staff in Forestry</li> <li>6. staff in Daniels</li> </ol>
April 1, 2019	Consultation website closes
April 23, 2019	Deadline for Deans of Forestry and Daniels to submit academically sound and fiscally responsible alternatives to the Provost for her consideration
May 9, 2019	Planning and Budget Committee (for recommendation)
May 21, 2019	Agenda Committee (for recommendation)
May 30, 2019	Academic Board (for recommendation)
June 10, 2019	Executive Committee (for endorsement and forwarding)
June 25, 2019	Governing Council (for approval)