



UNIVERSITY OF TORONTO  
FACULTY OF ARTS & SCIENCE

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**CPAD # 25-2009-10**

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## Memorandum

Date: 11 November 2009

To: Council of Chairs, Principals and Academic Directors  
Coalition of Arts and Science Directors

From: Meric S. Gertler, FRSC  
Dean and Professor of Geography and Planning  
Goldring Chair in Canadian Studies

Re: **Academic Planning Update**

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I am writing in response to a number of questions with respect to timing, complement and other matters that have arisen since the start of academic planning in Arts & Science. This memo sets out a few important principles and guidelines to keep in mind as units formulate their plans.

1. The Provost has recently clarified that our plan should extend from 1 July 2010 to 30 June 2015 (rather than 2009 to 2014) to ensure a one-year overlap with the next decanal term. Accordingly, please ensure that your plan covers this time period.
2. As announced at recent meetings of CPAD and CASD, all unfilled Stepping UP positions for which units have not been given permission to search have now disappeared. This enables us to embark on academic planning with a clean slate. Of course, if the academic priorities that were associated with these unfilled positions remain important to individual units, we expect this to be reflected in your plans.
3. Any vacant positions that were previously given up by units to cover mandated base budget cuts for 2008-09 or 2009-10 cannot, through academic planning, be 'retrieved' or reclaimed as of right. However, once again, if the academic priorities associated with these surrendered positions remain important to individual units, we expect that this too will be reflected in your plans.

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4. With respect to question 4(a) of the academic planning template,<sup>1</sup> the academic complement associated with “current level of resources” should be understood to include your current complement of continuing appointments (tenure- and teaching-stream) in 2009-10 plus whatever other shorter-term teaching appointments your unit can routinely expect to support from the resources available to it on an ongoing basis. As you plan for the next five years, however, it would be prudent for you to keep the following points in mind:

- You should identify any existing positions in your unit that were bridged to the next academic plan, as these will be the first call against your unit’s request for future resources.
- As a general principle for academic planning, you should not assume that positions becoming vacant as a result of retirements, resignations, or terminations from your unit during the plan’s duration will automatically be replaced.

You should also remember that, since the number of retirements during the past four years has been far lower than the number of people reaching their normal retirement date, the Faculty will need to take measures to bring these two flows into balance. As a result, while some units may be able to make appointments on the basis of their plans, many units will likely have a lower total complement by the end of the planning period than they have now. This possibility should be addressed in your discussion of “possible risks...and necessary contingencies”.

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<sup>1</sup> This corresponds to question 5(a) on the college template, and question 3(a) on the template for interdivisional and standalone programs.