

UTQAP Cyclical Review: Final Assessment Report and Implementation Plan

1. Review Summary

Programs Reviewed:	Philosophy, B.A. (Hons.): Specialist, Major, Minor Bioethics, B.A. (Hons.): Specialist, Major, Minor Mathematics and Philosophy, B.Sc. (Hons.): Specialist Physics and Philosophy, B.Sc. (Hons.): Specialist Philosophy, M.A., Ph.D.
Division/Unit Reviewed:	Department of Philosophy, FAS
Commissioning Officer:	Dean, Faculty of Arts & Science
Reviewers (Name, Affiliation):	1. Prof. Paul Bartha, Department of Philosophy, University of British Columbia 2. Prof. Michael Milde, Department of Philosophy, Western University 3. Professor Derk Pereboom, Susan Linn Sage School of Philosophy, Cornell University
Date of Review Visit:	May 24 – 25, 2018

Previous Review

Date: January 17 – 18, 2008

Summary of Findings and Recommendations

1. Undergraduate Programs

The reviewers identified the following areas of concern:

- Enrolment caps resulting in third year students being unable to get into 300 level courses

2. Graduate Programs

The reviewers identified the following areas of concern:

- Disparity between disciplinary strengths and graduate students in these areas
- Low grad student morale linked to move to new building

The reviewers made the following recommendations:

- Recruit better students and offer internationally competitive packages

Faculty/Research

The reviewers observed the following strengths:

- Unparalleled coverage in the history of philosophy; unrivaled in North America
- Extensive array of philosophical expertise

The reviewers identified the following areas of concern:

- Tri-campus structure causes serious recruitment/retention issues at UTSC
- The five year timeline might not be optimal for tenure review

The reviewers made the following recommendations:

- Maintain existing disciplinary strengths while strengthening core areas

Administration

The reviewers identified the following areas of concern:

- “Although they felt that having two different people chair the Graduate and St. George Department ‘will help strengthen and stabilize the Graduate Department in the face of centrifugal institutional and geographical forces’, they worried how under the new budget model, it might ‘increase the risk that the implementation of the Graduate Department’s operations and programs will be hampered or degraded.’”

Last OCGS review date: 2009/10 (GQ)

Current Review: Documentation and Consultation

Documentation Provided to Reviewers

Terms of Reference; Self-Study and Appendices; Faculty CVs.

Consultation Process

The reviewers met with: the Dean, Faculty of Arts & Science; Associate Dean, Academic Planning and Undergraduate Issues; Chair, Department of Philosophy; Associate Chair Graduate/Director of Graduate Studies; Associate Chair Undergraduate/Director of Undergraduate Studies; Junior and senior faculty members, STG; faculty members from UTM and UTSC; Tri-campus TA Co-ordinator; Representatives from cognate units including: Centre for Medieval Studies, Classics, Physics, Mathematics, Centre for Comparative Literature, Anne Tanenbaum Centre for Jewish Studies, School of the Environment, and Institute for the History and Philosophy of Science and Technology; Lecturers; Administrative staff; Undergraduate and graduate students.

Current Review: Findings and Recommendations

1. Undergraduate Program

The reviewers observed the following **strengths**:

- Overall quality
 - Notably excellent, elite undergraduate programs
 - Virtually unrivalled in North America in diversity of course offerings
 - Major and specialist programs have astounding enrolments, even taking into account the size of U of T's undergraduate population
 - Bioethics programs are extremely successful and could easily grow
 - Elite specialist programs (Philosophy and Mathematics, Philosophy and Physics) attract excellent students and enjoy strong support from partner units
- Objectives
 - Programs provide serious philosophical training while exploring novel ways to foster a sense of intellectual community
 - Program structure and curriculum are appropriate relative to objectives, allowing flexibility to pursue distinct research tracks
 - Objectives related to writing are fostered in the Essay Clinic and through activities coordinated by the Writing Czar
- Curriculum and program delivery
 - Popular elective courses serve the broad undergraduate community and large numbers of Philosophy minors
 - Notable feature that students can choose between a conventional course in first-order logic and an alternative, Probability & Inductive Logic

- First-year Introduction to Philosophy course has benefitted from the Socrates Project, which involves small tutorial groups led by advanced undergraduates
- Single large lecture section for 200-level courses but maintains the ‘small-group’ experience through the use of discussion sections
- Laudably broad range of second year courses suitable both for majors and as electives for students in other programs
- Enormous selection of third-year courses (43 of them in 2017-18), typically capped at 40 students
- Department ensures core faculty presence in key courses at the 200- and 300-levels, and in its fourth-year research seminars
- Distinctive research tracks culminating in 400-level seminars for most major areas
- Combined specialist programs with Mathematics and Physics are top-notch and produce excellent graduates
- Innovation
 - Phil 245 instructor has developed “hybrid flip” model with great potential for blended learning; Logic Lab benefits students in Phil 245
 - Bioethics program is unique and innovative relative to peers
- Accessibility and diversity
 - Main building is accessible, and has two gender-neutral washrooms
 - Department has worked towards diversity in its hiring (and plans to hire in Asian philosophy in 2018- 19) and its course offerings
 - Graduating class is about 40% female
- Assessment of learning
 - Capstone research seminars and Independent Study courses in the fourth year allow students to have close contact with, and be assessed by, individual research faculty
- Student engagement, experience and program support services
 - Significant efforts to improve the undergraduate experience, including tutorials for 100- and 200-level courses, mentorship programs, Philosophy Course Union, *Noesis* journal, Philosophy Café series, etc.
 - Students appear happy and excited about their studies, emphasizing the importance of extra-curricular events and regular contact with faculty
 - PHL1 Mentorship program for students in first-year philosophy courses is led by senior undergraduate mentors, involves bi-weekly meetings and activities designed to engage the interest of first years
- Quality indicators – faculty
 - Mean student evaluations of teaching scores are better than the Arts & Science average

The reviewers identified the following **areas of concern**:

- Curriculum and program delivery

- Challenge to maintain variety of offerings and to satisfy the high demand for courses and access to faculty, given the declining faculty complement
- High-enrolling 200-level classes in Logic/Inductive Logic
- Students have difficulty accessing 300-level courses and research faculty Limited number of offerings in non-Western philosophy
- Roughly half of 200-level courses are taught by non-tenure-track faculty
- Accessibility and diversity
 - Rapid increase in international enrolment represents an additional challenge
- Student engagement, experience and program support services
 - Large number of students makes it difficult to create a sense of community
 - Activities sponsored by the department and by the Faculty of Arts and Science (such as b2B) are not always well-attended
 - Conversation Lab is considered to be primarily for graduate students, while the PCU lounge is tiny and not welcoming

The reviewers made the following **recommendations**:

- Curriculum and program delivery
 - Work to find common areas for undergraduate students, and space for holding more 400-level research seminars in the department
 - Explore additional opportunities for increasing enrolment, such as one-term 100-level courses and online or blended Logic courses
 - Consider multiple sections of the most popular courses
 - Fix scheduling problems with 1.5 hour blocks to minimize conflicts
- Accessibility and diversity
 - While rapid increase in international enrolment is a challenge, department should anticipate this growth and look for opportunities that accompany the increased international student presence
- Student engagement, experience and program support services
 - Foster the undergraduate community, particularly in the early years of the undergraduate program
- Quality indicators – faculty
 - Reduce dependence on non-tenure track faculty through a combined strategy that includes both growth positions and other measures that support the presence of research faculty in 200- and 300- level courses
 - Support and expand the Logic Lab; consider a teaching-stream appointment in this area

2. Graduate Program

The reviewers observed the following strengths:

- Overall quality
 - Extremely impressive, thriving tri-campus graduate programs
- Objectives

- Objectives are met through a combination of coursework, specially designed seminars, the qualifying paper and dissertation (in the case of the PhD), and a variety of professional training programs
- Admissions requirements
 - Very selective admissions process; quality of applicants is very high
- Curriculum and program delivery
 - Faculty and students satisfied with recent changes to program structure
 - The 'coursework plus qualifying paper' for the PhD approach is appropriate and appears to be working well; beneficial in terms of facilitating progress towards the dissertation
 - Excellent coverage of all major areas within the discipline
 - Department has devoted considerable effort to the development of professional training and placement programs
 - Coursework requirements for MA and PhD programs are typical, with a slightly greater than usual emphasis on the history of philosophy
 - Many U.S. departments no longer offer the MA degree, but U of T's one-year MA program is healthy
- Student engagement, experience and program support services
 - Graduate Director and two staff provide advising and initial orientation, in addition to the student's supervisor and committee
 - Department holds TA Training and professional development workshops
 - Placement program is well structured
- Quality indicators – graduate students
 - CGPSS includes favourable student comments on advising and support
 - High calibre of admitted students is evident from the low attrition rate, their degree of success in fellowship competitions, and their success in placement
- Student funding
 - Students uniformly expressed satisfaction with graduate student stipends

The reviewers identified the following areas of concern:

- Accessibility and diversity
 - Cap on international student enrolment is problematic for diversity and quality
- Curriculum and program delivery
 - Proseminar varies widely based on who is teaching
 - Some research committee require a prospectus while others do not
- Student funding
 - Funding packages are competitive within Canada but not for top US schools, falling \$10k or more behind other offers

The reviewers made the following recommendations:

- Admissions requirements

- Develop a mechanism that allows departmental input regarding recruitment and admission of international graduate students
- Consider additional options for the MA: direct transfer to the PhD and facilitating transitional MA students
- Curriculum and program delivery
 - Review the proseminar requirement
 - Consider requirement of PhD prospectus to accompany qualifying paper
- Student funding
 - Incorporate historic funding levels into graduate student packages
 - Advocate for additional graduate funding based on competitiveness in admissions, fellowships, and placement; in particular, advocate for funding in year 6 of the PhD

3. Faculty/Research

The reviewers observed the following **strengths**:

- Overall quality
 - Strong tradition of research and teaching in the history of the discipline, and an enduring commitment to breadth and depth
 - Faculty in the tri-campus department are widely recognized as the strongest in Canada
 - Currently ranked among the top ten worldwide by the Philosophical Gourmet Report (PGR)
 - Very good, often excellent, in almost all areas of philosophy; notable strengths in history of philosophy, especially ancient, medieval, and early modern, and in value theory, in particular political philosophy, philosophy of law, and normative ethics
- Research
 - Five research clusters (“interest groups”) working very effectively
 - Almost all faculty are active researchers, publishing articles in the leading journals, and publishing books with the best academic presses
 - Rate and quality of production generally very high
 - 26 of 50+ faculty currently hold SSHRC Grants
 - Faculty of Arts and Science provides SSHRC bridge funding (with a matching contribution from the department) to ensure that faculty continue to apply for SSHRC grants
 - Department and University provide generous support for faculty development
 - Plentiful, high quality research opportunities for undergraduates
 - Graduate students are well-integrated into faculty research interest groups and departmental colloquia; organize their own research group (Grad Forum) and other events; and receive good support for participation in workshops and conferences
- Faculty
 - Department has made excellent use of recent hiring opportunities

- New faculty members are assigned faculty mentors
- Many faculty have significant professional responsibilities, both internal and external to the university
- Above the average female representation in the complement
- Successful interest groups function well for integrating faculty, postdocs, and graduate students into strong research units, and for organizing events such as colloquia

The reviewers identified the following **areas of concern**:

- Research
 - Some younger faculty unaware of bridge funding for SSHRC grants
- Faculty
 - Complement is heavily weighted towards full-professor rank and advanced career stage
 - Hiring has not kept pace with rising student enrolment, impeding student access to research faculty
 - Certain areas are not covered or are underrepresented, including metaphysics; philosophy of physics, mathematics, and biology; logic; philosophy of action, free will and moral psychology; South Asian philosophy; and certain subfields of continental philosophy
 - Opportunities for graduate student research are focused at St. George.
 - Most faculty supervise and serve on dissertation committees, but the amount varies considerably across faculty
 - Gap in the areas of non-Western philosophy
 - Annual meetings of untenured faculty with the chair to review steps to promotion do not always take place on all three campuses

The reviewers made the following **recommendations**:

- Faculty
 - Support current department priorities by making appointments in non-Western philosophy and Metaphysics
 - Engage in additional hiring to strengthen areas of concentration, aiming for at least six growth positions over three years, to return complement to about 30 FTE
 - Increase of the number of faculty who are members of visible minority groups.
 - Develop plan that links complement priorities to a comprehensive long-term strategy that includes both research and teaching
 - Consider nature of appointments in areas such as introductory logic and
 - Ensure annual promotion and tenure meetings are clearly communicated and held regularly on all three campuses

4. Administration

The reviewers observed the following **strengths**:

- Relationships
 - Unique, vibrant culture and remarkably cohesive community
 - Solid and mutually beneficial relationships with the tri-campus grad programs and other units at the University
 - Relationships among the three campus departments are very productive
 - High morale across stakeholders; remarkable satisfaction given the size of the tri-campus department
 - Faculty identify very strongly with the tri-campus department, showing remarkable cohesion through:
 - maintaining shared office space for UTM and UTSC faculty at St. George
 - supporting regular activities within the five interest groups, which span the three campuses
 - involving the three campuses in decisions, such as PTR and hiring
 - Healthy interdisciplinary relationships with other units
 - Impressive number of significant partnerships with national and international universities and organizations, including research collaboration and graduate student exchange programs
 - Department publishes a high-quality magazine annually to connect with and inform alumni and donors
 - Several faculty have significant media presence
- Organizational and financial structure
 - Department has shown resilience and creativity in dealing with contraction at St. George (with growth at UTM and UTSC)
 - Faculty, staff and students appear to be largely content with existing structures and very satisfied with current and recent departmental leadership
 - Efficient, hard-working staff have good relationships with faculty and students and satisfaction with opportunities for career advancement
 - Department has benefitted from a series of excellent chairs, with superb leadership from current chair
 - Financial structure appears to be sound and resources are well managed
- Long-range planning and overall assessment
 - Overall assessment of the department is extremely favourable
 - Department has demonstrated, over many years, its strength, adaptability and commitment to excellence
 - Both the tri-campus graduate department and the undergraduate program are in generally excellent shape
 - Department has made excellent recent appointments and may be expected to continue doing so, given appropriate resources from university administration
- International comparators
 - Unsurpassed in size or breadth within the U.S. and Canada
 - First in Canada and among the top ten departments worldwide

The reviewers identified the following **areas of concern**:

- Organizational and financial structure

- Presumption against faculty members of either of the suburban campuses becoming Graduate Chair for the tri-campus program; in practice, the Chair at St. George becomes Chair of the graduate program
- Insufficient opportunity for faculty to influence the strategic direction of the tri-campus program if they are not members of a key committee
- Reliance on OTO funds to support valuable Logic Lab
- Faculty from UTM and UTSC do not have individual offices in the Jackman Humanities Building
- Undergraduate space could be improved
- Appears to be unused common areas on the fifth floor of the Jackman Humanities Building
- Long-range planning and overall assessment
 - Most recent academic plans for the department and FAS are for 2010-15

The reviewers made the following **recommendations**:

- Relationships
 - Add faculty in subfields to enhance and strengthen relationships with cognate units
 - Encourage department's efforts to bring philosophy education to high schools
 - Build upon strong media presence
- Organizational and financial structure
 - Engage in discussion of policies and procedures at the tri-campus level with particular attention to selection of the graduate chair
 - Strive to find ways to allow broader faculty input regarding hiring decisions
 - Ensure regular annual meetings between Chair and pre-tenure faculty regarding progress towards tenure
 - Ensure individual office space for all tri-campus tenure-stream faculty
 - Find space for an undergraduate student lounge and 400-level classes
 - Provide a staff lounge
- Long-range planning and overall assessment
 - Develop strategic plan that clarifies new long-term hiring priorities
 - Provide support and resources from FAS to allow an already-strong department to advance
 - Identify areas for possible curricular and programmatic expansion
 - Continue to prioritize alumni in advancement/outreach strategy
 - Ensure that all faculty have input into important decisions at the tri-campus level



2. Administrative Response & Implementation Plan

UNIVERSITY OF TORONTO

FACULTY OF ARTS & SCIENCE

March 8, 2019

Professor Susan McCahan
Vice-Provost, Academic Programs
University of Toronto

Re: UTQAP cyclical review of the Department of Philosophy

Dear Professor McCahan,

Along with the faculty, staff and students of the Department of Philosophy, I am pleased with the external reviewers' assessment of the Department and its programs: Bioethics, B.A., Hons., Specialist, Major, Minor; Mathematics and Philosophy, B.Sc., Hons, Specialist; Philosophy, B.A., Hons., Specialist, Major, Minor; Physics and Philosophy, B.Sc., Hons., Specialist; and, Philosophy, M.A., Ph.D. The reviewers described the department as "excellent in most areas of philosophy," and complimented the Department on being one of the "*few philosophy departments in the world that offer such a wide coverage of different areas of philosophy at such a high level.*"

The quality of this program notwithstanding, as per your letter dated January 28, 2019, the review report raises a number of issues and challenges. I am writing to address the areas of the review report that you identify as key. The response to these items and implementation plan are separated into immediate (six months), medium (one to two years), and longer (three to five years) terms, where appropriate, along with who (Department Chair, Dean's Office) will take the lead in each area. The Dean's office has discussed the reviewers' comments through consultation with the Department of Philosophy, including discussions between the Chair and the Vice-Dean Academic Planning and Strategic Initiatives, the Vice-Dean Research and Infrastructure, and the Vice-Dean Graduate, to develop the following implementation plan incorporating the reviewers' recommendations.

The reviewers emphasized the importance of ensuring contact between undergraduate students and tenure-stream faculty earlier in the program, and encouraged consideration of the mix of teaching staff.

The Department is doing what it can to address the shortage of regular faculty teaching third-year courses in particular, which was the specific concern mentioned by the reviewers. As documented in the materials provided to the department for purposes of the 2018 review, from 2012 through 2016, enrolments in philosophy have grown steadily, bucking the trend of declining enrolments elsewhere in the humanities across North America.

Implementation Plan

Immediate term response: Recognizing the additional pressure placed on the department by increasing enrolments, the Faculty has allocated additional faculty lines. Indeed, the Department is currently searching for 3.75 FTE tenure-stream hires. This will provide some additional flexibility for the Department in allocating teaching.

The reviewers raised the possibility of increasing the number of teaching-stream faculty. The Department's leading researchers all teach undergraduate courses in areas about which they write actively. The opportunity to have undergraduates, from the beginning of their first year, study with faculty members who are actively working on the very questions that those students study is one of the great things that Philosophy has to offer. In the current cycle of the Faculty Appointments Committee (discussed below), the Department will be requesting a teaching-stream faculty member to support its large Introductory Logic courses. The case of Logic is unusual, because it is one of the few large enrolment courses that covers material that is very different from anything that might be part of a regular faculty member's research area. Because there are no tenure-stream faculty focusing their research in this area at an introductory level, the Department is interested in a teaching stream hire to support these courses.

Medium to longer term response: In the longer term, the Department will continue to request new faculty lines. In the Faculty of Arts and Science, units submit requests for new faculty positions through a formal process to the Faculty Appointments Committee (FAC). Units submit requests in February/March of each year for consideration by the FAC, which includes faculty representatives from across the three Arts and Science sectors (the Humanities, Social Sciences, and Sciences) as well as the Colleges. After considering the full range of requests, the FAC makes recommendations to the Dean. Any request for additional faculty has an impact across the division, and as such, faculty appointments are considered not in isolation, but with respect to needs that exist across the Faculty. Requests for faculty lines from the Philosophy Department will be considered each year as part of this process.

The reviewers noted the department's plans to hire in non-Western philosophy, and presumed this would lead to broader course selection in this area.

The Department is eager to expand its offerings and non-Western philosophy, and to that end, the Department has engaged in two immediate strategies and one medium-term strategy.

Implementation Plan

Immediate term response:

- (i) The Department applied successfully to the Faculty Appointments Committee in Arts and Science for permission to search for a junior position in South Asian Philosophy. That search is currently in progress.
- (ii) The Department has secured permission to engage in an additional targeted expedited search to recruit the world's leading figure in the field of South Asian philosophy.
- (iii) The department seeks to replace the late Vincent Shen, holder of the Lee Chair in Chinese Thought, who died unexpectedly this year.

Medium term response: The Department will include non-Western philosophy in its complement plan, as discussed below.

The reviewers made suggestions to improve the strong PhD program, such as reviewing the proseminar requirement and considering a PhD prospectus.

Implementation Plan

Immediate term response:

PhD prospectus: The Department is currently in the process of considering the implications for graduate student workload and time-to-completion of introducing a PhD prospectus. The proposal to introduce a prospectus was discussed in a meeting of the graduate executive committee (an elected committee comprised of faculty and graduate student representatives) in the fall of 2018. Student members of the committee were deeply divided, with some urging its adoption and others suggesting it should only be adopted if some other requirement was dropped. The graduate student members of the committee proposed to consult with all of the graduate students, and will report back in the spring of 2019. This feedback will inform the Department's decision regarding the prospectus.

Proseminar: Students come into the graduate program with different backgrounds and academic experiences. The proseminar serves an important function in bringing students together early in their studies. The Department has been working to ensure that the proseminar is accessible to students with backgrounds in different areas of the discipline. The proseminar is normally team-taught by two faculty members working in different areas of philosophy so as to ensure a balanced focus.

Medium term response: Any changes to the PhD program requirements will be discussed with the Vice-Dean, Graduate, and will go through the Faculty of Arts and Science governance procedures.

Although they noted that graduate funding packages “are equal or superior to those offered by its strongest Canadian competitors,” they made a number of suggestions to make packages more competitive with peer US schools, and emphasized the need to find ways to admit more outstanding international applicants.

The Chair notes that the Department already takes every opportunity to "point to the competitiveness of its admissions process, the success of its students in external fellowships competitions and their research productivity to make the case for an increase in resources from central administration." The Department makes offers to fewer than 10% of PhD applicants, and only 4% of international applicants, and close to 70% of its doctoral students win competitive external funding. Indeed, the Department's record in this regard is exceptionally strong.

Implementation Plan

Immediate term response: The Department will do everything that it can in order to improve its funding packages, which are already the highest in the Humanities and among the highest in Arts and Science, so as to make them competitive with its international peers.

Enhancing graduate student support is a priority of the Faculty of Arts & Science. In 2016, the Faculty introduced significant improvements to graduate student financial support, including a \$2,000 increase to base funding for doctoral-stream students in the funded cohort, over three years. The Faculty also introduced Program-Level Fellowships (PLF) in each graduate unit, which are dedicated pools of fellowship resources that units allocate to students in accordance with their priorities for graduate education (PLF funds are scaled to the number of funded cohort students in the unit, and are currently calculated at \$1,000 per student).

In November 2018, the Faculty announced a further \$1,500 increase to base funding over three years (\$500 per year). It is the Faculty's intention to introduce regular increases to the base funding package to enhance graduate student support, attract outstanding students, and ensure that offers to prospective students are competitive.

Medium term response: The Department is eager to find ways to admit more international students. As the reviewers note, the solution to the issue of admitting more international students "will require resources at the university level or beyond." The Faculty will continue to seek ways to admit more international students at the graduate level, but is limited by options for the funding of international students. The recent move to change international graduate tuition to match that of domestic graduate students may offer some help in this regard.

Longer term response: In pursuit of additional resources, the Department is working hard on the very long-term strategy of building up its network of alumni and supporters.

The reviewers made a number of suggestions to support a sense of community for students, staff and faculty.

The tri-campus graduate Department of Philosophy functions as a unitary department, and holds multiple events in which all members of the entire graduate department are expected to participate, including department-wide colloquia (6-7 per year) and department parties (3 per year). Twice a year, the Department holds a graduate plenary to discuss department business. In addition, the reviewers noted that "interest groups represent a successful sub-structure within the department. They function well for integrating faculty, postdocs, and graduate students into strong research units, and for organizing events such as colloquia. Interest groups facilitate various research-related activities; for instance, most sponsor 5-6 visiting speakers per year." Thus, the Department already engages in numerous activities aimed at building community.

Most of the suggestions made by the reviewers concern the availability of adequate space for the Department to build and retain a sense of community. In addition to suggesting a dedicated undergraduate lounge and a staff room, they drew attention to the importance of shared office space on the St. George campus for UTM and UTSC members of the Graduate Department in sustaining community.

Implementation Plan

Immediate to medium term response: The Faculty of Arts and Science has identified space as one of its key academic priorities. The Vice-Dean, Research and Infrastructure, is currently planning a space review of the entire Jackman Humanities Building (JHB), which houses Philosophy.

The review, planned for 2019-20, may identify additional options for the Department, if other spaces can be freed up; realistically, however, there is unlikely to be additional space in the JHB until the new building at 90 Queen's Park is complete, and some units move to this new space.

Longer term response: The Faculty is actively pursuing a long-term space and infrastructure plan which, over time, will significantly improve space available to Arts and Science units, including Philosophy.

The reviewers encouraged the development of a strategic plan that clarifies new long-term hiring priorities and supports faculty renewal.

Implementation Plan

Medium term response: The Department is in the process of developing such a plan, in keeping with the new requirement from the Dean's Office that all units do so. All units are asked to submit an academic plan, including a section of complement planning, within a year following the completing of their UTQAP review. This document will also allow the Dean to evaluate progress on the implementation plans identified in the UTQAP administrative response.

The Dean's office will monitor the implementation of recommendations, with, at minimum, a brief report to the Office of the Vice-Provost, Academic Programs, midway between the year of the site visit and the year of the next site visit. The year of the next review will be the 2025-2026 academic year.

To conclude, we appreciate that the external reviewers identified the Department's strengths and noted a few areas for development. The Department of Philosophy has already begun to move forward with plans to address the recommendations as presented by the reviewers.

Sincerely,



David Cameron
Dean and Professor of Political Science

cc.

Arthur Ripstein, Acting Chair, Department of Philosophy

Poppy Lockwood, Vice-Dean, Academic Planning and Strategic Initiatives, Faculty of Arts & Science

Daniella Mallinck, Director, Academic Programs, Planning and Quality Assurance, Office of the Vice-Provost, Academic Programs

Andrea Benoit, Academic Review Officer, Office of the Dean, Faculty of Arts & Science

3. Committee on Academic Policy & Programs (AP&P) Findings

The Committee on Academic Policy and Programs (AP&P) concluded that the Decanal response adequately addressed the review recommendations.

4. Institutional Executive Summary

The reviewers praised the undergraduate programs for providing serious philosophical training within a clearly defined set of requirements. The reviewers noted the excellent breadth of topics within the graduate programs, and highlighted the top quality of students in the programs. Overall, the reviewers were extremely impressed with the students, faculty and research within the department, and also noted the excellent department culture and community. The reviewers recommended that the following issues be addressed: ensuring contact between undergraduate students and tenure-stream faculty earlier in the program; considering the mix of teaching staff; encouraging broader course selection in non-Western philosophy, based on the department's plans to hire in this area; improving the strong PhD program by reviewing the proseminar requirement and considering a PhD prospectus; making graduate funding packages more competitive with peer US schools; finding ways to admit more outstanding international applicants; supporting a sense of community for students, staff and faculty; and developing a strategic plan that clarifies new long-term hiring priorities and supports faculty renewal. The Dean's Administrative Response describes the Faculty, unit and programs' responses to the reviewers' recommendations, including an implementation plan for any changes necessary as a result.

5. Monitoring and Date of Next Review

The Dean's office will monitor the implementation of recommendations, with, at minimum, a brief report to the Office of the Vice-Provost, Academic Programs, midway between the year of the site visit and the year of the next site visit. The year of the next review will be the 2025-26 academic year.

6. Distribution

On May 17, 2019, the Final Assessment Report and Implementation Plan was posted to the Vice-Provost, Academic Programs website and the link provided by email to the Dean of the Faculty of Arts and Science, the Secretaries of AP&P, Academic Board and Governing Council, and the Ontario Universities Council on Quality Assurance. The Dean provided the link to the Chair of the Department.