ACADEMIC STRUCTURE PROTOTYPES

EVALUATIVE CONDITIONS

Use these conditions to "test" the prototypes.

Watch a video walking you through what's on the page

Enable Conditions (Summary)

What the structure must make possible

1. Studio-based education as a core differentiator
Protect studio-based education as a differentiator, while separating it conceptually from small class size for the purposes of analysis and design. Support the right pedagogy for each context, and technical mastery alongside the capacity to keeplearning across a career.

2. Teaching and learning as the structure's purpose
Optimize the teaching and learning experience while responding to operating cost constraints. Allocate space and resources on institutional and student need rather than legacy claims, with clearer financial transparency and accountability.

3. Supporting student experience and graduating on time
Actively support students in navigating their learning pathways, selecting courses, and understanding how to register and plan.

4. Role clarity and accountability as a precondition
Reduce competition for resources. Enable consistent, simplified shared processes while leaving room for nuance and customization where it is warranted.

5. Collaboration, exploration and experimentation
Make collaboration across programs a regular, expected part of faculty and Chair work rather than ad hoc. Keep boundaries where they are needed, but porous. Enable exploration between undergraduate and graduate study, and fast creation of experimental courses and programs with timely sunsetting.

Design Conditions (Summary)

What the structure itself must be built to do: who decides, who reports to whom, where a unit boundary sits

1. Relationship between graduate and undergraduate studies
Reduce graduate students' dependence on informal relationships for studio access, supervision and teaching. Make responsibilities explicit, and lead with what integration enables rather than with cost savings.

2. Councils, curriculum committees and Chairs
Do not create new formal decision rights. Design a visible pathway from committee recommendations into Senate, with audience and format known upfront. Empower those with decision-making authority with real program-level costing data. Treat continuity (onboarding, knowledge transfer) as a structural requirement.

3. Responsibility, accountability and information
Make academic units accountable for the entire program experience, not only for those courses that carry their own code. Build two-way information flow so those held accountable can act.

4. Governance, participation and leadership development
Consider broader, non-optional participation in shared governance, and committee service as a deliberate leadership pathway.

5. Psychological safety and culture
Build in dedicated, protected capacity for connective work, naming where connection is held, by whom, and with what protected time. Account for workload directly, evaluating what each configuration adds or removes.

6. Grounded in external requirements
Test against regulatory, quality and accreditation obligations before internal preference. Benchmark against how peer art and design institutions organize graduate and undergraduate relationships.

7. Formal data pathways, not informal workarounds
Create formal, reliable pathways for the information decision-makers need, so it exists in usable form rather than in informal systems that leave with the people who built them.

LINK TO PRIORITY CONDITIONS

OCAD U Strategic Considerations

1. Solve for the Structural Deficit: How might this initiative contribute to reducing the structural deficit while maintaining or enhancing the institution's core strengths?

2. Advance Practice-Based Art & Design Education: How might this initiative enhance, expand, or reposition practice-based art and design education to better prepare students for evolving industries and opportunities?

3. Foster Student Agility for the Future: How might we equip students with the adaptability, critical thinking, and resilience needed to navigate an uncertain job market and evolving creative industries?

4. Calibrate Impact on Key Audiences (Internal) How might we ensure that proposal decisions are informed by a clear understanding of their impact on key internal audiences?

5. Enhance Reputation (External): How might we strengthen OCADU's reputation in key industries, academic circles, and with the communities it serves?

6. Leverage and Optimize Existing Resources: How might we leverage existing resources (e.g., research, facilities, technology, staff expertise) in the development of this proposal?

7.Ensure Impact Over Time: How might we assess the operational needs and impact over our proposal time frame?

LINK TO STRATEGIC CONSIDERATIONS

Watch a video walking you through what's on the page

Prototype A

Structure

Faculty names are based on program groupings and are working titles. Some alternatives include:
1. Faculty of Art & Visual Culture and Faculty of Design & Communication
2.Faculty of Art & Critical Practice and Faculty of Design & Applied Practice
3.Faculty of Art, Culture & Society and Faculty of Design, Story & Systems
We welcome your feedback!

Vice-President, Academic and Provost

Dean, Faculty of Art, Culture & Inquiry

Dean, Faculty of Design, Strategy & Communication

Associate Vice-Provost, Graduate Studies, Research & Innovation

Associate Dean | Associate Dean | Associate Dean | Associate Dean

Associate Vice-Provost of Graduate Studies, Research & Innovation retains oversight and governance of admission policy, retention, regulations and other policies for graduate studies. The AVP, consequently, works very closely with the Deans to ensure governance and policies serve the programs. The Deans represent the university at provincial and/or national tables dedicated to graduate studies and research.

VPAP and Deans will review necessary functions and determine the distribution of work across the areas where Associate Dean leadership is needed.

Centralized back office positions are not yet determined.

People & Culture, in collaboration with the academic leadership, will provide necessary support in the offices by producing a process map and undertaking a position review process. Titles, numbers of positions and grades will be based on functional requirements and responsibilities, including in the Graduate Studies.

Where indicated, "Manager/Director" roles that appear on a prototype are intended to indicate the grade is not determined in advance.

Executive Assistant(s)

Manager(s) / Director(s)

Centralized Back Office

Prototype A

Program Positioning

Faculty of Art, Culture, & Inquiry

Faculty of Design, Strategy & Communication

EXAN | SCIN | PHOT | IAM | INTM | PRPB | DRPT | VAMD (G) | CMCP | CCP (G) | INVC | BVC* | VCS

ENVR | ILLU | INDS | MAAD | ADVR | GRPH | INCD (G) | SFI (G) | DHEA (G) | DIGF(UG) | CRWR

graduate programs

In this prototype, Chairs and GPDs remain unchanged.

* This is intended to show the proposed new program. It is still in development & has not passed governance.

1723 + 4632 BVC*

3164

Program Major/Head Count (2025-26)	
ADVR	206
CRCP	55
CROS	8
CRWR	122
DIGF-UG	200
DRPT	604
ENVR	700
EXAN	490
GRPH	596
ILLU	775
INDS	270
INTM	167
INVC	18
MAAD	196
PHOT	114
PRPB	59
SCIN	75
VCS	32
CCP (G)	25
DIGF(G)	40
VAMD (G)	83
DHEA (G)	19
INCD (G)	32
SFI (G)	98
Breadth & Visual Culture (BVC)	4632

graduate programs

** Note on Breadth and Visual Culture (BVC)*

All students take a minimum of 5.0 credits in Breadth (BVAL, HCL, HUMN, SCTM, SOSC) and Visual Culture (VISA,CCNA, VICC) courses. This is equivalent to 25% of every undergraduate degree.

Prototype Checklist

- Studio-based education as a core differentiator (Enable Condition)
- Teaching and learning as the structure's purpose (Enable Condition)
- Supporting student experience and graduating on time (Enable Condition)
- Role clarity and accountability as a precondition (Enable Condition)
- Collaboration, exploration and experimentation (Enable Condition)
- Relationship between graduate and undergraduate studies (Design Condition)
- Councils, curriculum committees and Chairs (Design Condition)
- Responsibility, accountability and information (Design Condition)
- Governance, participation and leadership development (Design Condition)
- Psychological safety and culture (Design Condition)
- Grounded in external requirements (Design Condition)
- Formal data pathways, not informal workarounds (Design Condition)
- Solve for the Structural Deficit (Strategic Considerations)
- Advance Practice-Based Art & Design Education (Strategic Considerations)
- Foster Student Agility for the Future (Strategic Considerations)
- Calibrate Impact on Key Audiences - Internal (Strategic Considerations)
- Enhance Reputation - External (Strategic Considerations)
- Leverage and Optimize Existing Resources (Strategic Considerations)
- Ensure Impact Over Time (Strategic Considerations)

How well does this prototype **enable** the kind of university we want? Check off the Enable conditions.

How well does this prototype's **design** create the conditions we need in our university? Check the Design conditions.

How strategic is this prototype? Check the Strategic conditions.

Watch a video walking you through what's on the page

Prototype B

Structure

Faculty names are based on program groupings and are working titles. Some alternatives include:
1. Faculty of Art & Visual Culture *and* Faculty of Design & Communication
2.Faculty of Art & Critical Practice *and* Faculty of Design & Applied Practice
3.Faculty of Art, Culture & Society *and* Faculty of Design, Story & Systems
We welcome your feedback!

Vice-President, Academic and Provost

Dean, Faculty of Art, Culture & Inquiry (includes Breadth & Visual Culture courses)

Dean, Faculty of Design, Strategy, & Communication (includes Graduate Studies, Research & Innovation)

Manager/Director | Associate Dean | Department Chair | Department Chair 2 | Supporting Staff

In this prototype, responsibility for Graduate Studies, Research & Innovation (GRI) is retained by the Provost. GRI retains the governance of admission policy, retention, regulations and other policies for graduate studies. Consequently, the Dean must work very closely with the other Dean to ensure governance and policies serve the graduate programs. The Dean responsible for GRI represents the university at provincial and/or national tables dedicated to graduate studies and research.

VPAP and Deans will review necessary functions and determine the distribution of work across the areas where Associate Dean leadership is needed.

Centralized back office positions are not yet determined.

PAC, in collaboration with the academic leadership, will review necessary support in the offices by producing a process map and undertaking a position review process. Titles, numbers of positions and grades will be based on functional requirements and responsibilities, including in the Graduate Studies.

Where indicated, "Manager/Director" roles that appear on a prototype are intended to indicate the grade is not determined in advance.

Executive Assistant

Centralized Back Office

Prototype B

Program Positioning

Supporting staff is a new position category.

Department Chairs would be a position outside the MOA as they would be considered part of management.

This prototype assumes some form of program leadership will remain necessary. The specific division of tasks between supporting staff, Department Chair and program leadership will need to be determined together.

Names of Departments are working titles only. We welcome feedback!

Department Chair 1 Image, Culture and Society

Department Chair 2 Material and Expanded Studio Practice

Department Chair 3 Design and Innovation

Department Chair 4 Communication and Narrative

VCS | CCP (G) | CRCP | INVC | BVC*

EXAN | DRPT | PHOT | IAM | INTM | PRPB | VAMD (G)

ENVR | INDS | INCD (G) | DHEA (G) | SFI (G) | DIGF(UG) | DIGF (G) | MAAD

ADVR | GRPH | ILLU | CRWR

graduate programs

Program Major/Head Count (2025-26)	
ADVR	206
CRCP	55
CROS	8
CRWR	122
DIGF-UG	200
DRPT	604
ENVR	700
EXAN	490
GRPH	596
ILLU	775
INDS	270
INTM	167
INVC	18
MAAD	196
PHOT	114
PRPB	59
SCIN	75
VCS	32
CCP (G)	25
DIGF(G)	40
VAMD (G)	83
DHEA (G)	19
INCD (G)	32
SFI (G)	98
Breadth & Visual Culture (BVC)	4632

graduate programs

** Note on Breadth and Visual Culture (BVC)*

All students take a minimum of 5.0 credits in Breadth (BVAL, HCL, HUMN, SCTM, SOSC) and Visual Culture (VISA,CCNA, VICC) courses. This is equivalent to 25% of every undergraduate degree.

* This is intended to show the proposed new program. It is still in development & has not passed governance.

213 + 4632 BVC*

1509

1555

1639

Prototype Checklist

- Studio-based education as a core differentiator (Enable Condition)
- Teaching and learning as the structure's purpose (Enable Condition)
- Supporting student experience and graduating on time (Enable Condition)
- Role clarity and accountability as a precondition (Enable Condition)
- Collaboration, exploration and experimentation (Enable Condition)
- Relationship between graduate and undergraduate studies (Design Condition)
- Councils, curriculum committees and Chairs (Design Condition)
- Responsibility, accountability and information (Design Condition)
- Governance, participation and leadership development (Design Condition)
- Psychological safety and culture (Design Condition)
- Grounded in external requirements (Design Condition)
- Formal data pathways, not informal workarounds (Design Condition)
- Solve for the Structural Deficit (Strategic Considerations)
- Advance Practice-Based Art & Design Education (Strategic Considerations)
- Foster Student Agility for the Future (Strategic Considerations)
- Calibrate Impact on Key Audiences - Internal (Strategic Considerations)
- Enhance Reputation - External (Strategic Considerations)
- Leverage and Optimize Existing Resources (Strategic Considerations)
- Ensure Impact Over Time (Strategic Considerations)

How well does this prototype **enable** the kind of university we want? Check off the Enable conditions.

How well does this prototype's **design** create the conditions we need in our university? Check the Design conditions.

How strategic is this prototype? Check the Strategic conditions.

Watch a video walking you through what's on the page

Prototype C

Structure

Vice-President, Academic and Provost

Dean, Academic

Associate Vice-Provost, Graduate Studies, Research & Innovation

Associate Dean | Associate Dean | Associate Dean | Associate Dean | Associate Dean

Associate Vice-Provost of Graduate Studies, Research & Innovation retains oversight and governance of admission policy, retention, regulations and other policies for graduate studies. The AVP, consequently, works very closely with the Dean, Academic to ensure governance and policies serve the programs. The AVP will represent the University at provincial and/or national tables dedicated to graduate studies and research.

VPAP, Dean and AVP will review necessary functions and determine the distribution of work across the areas where Associate Dean leadership is needed. The number of Associate Deans may change as a consequence.

Executive Assistant

Manager(s) / Director(s)

Centralized Back Office

Centralized back office positions are not yet determined.

PAC, in collaboration with the academic leadership, will review necessary support in the offices by producing a process map and undertaking a position review process. Titles, numbers of positions and grades will be based on functional requirements and responsibilities, including in the Graduate Studies.

Where indicated, "Manager/Director" roles that appear on a prototype are intended to indicate the grade is not determined in advance.

Prototype C

Program Positioning

All programs report to Dean, Academic

SCIN | PHOT | IAM | INTM | PRPB | DRPT | ENVR | ILLU | INDS | EXAN | MAAD | ADVR | GRPH | DIGF(G) | CCP (G) | VCS | INCD (G) | SFI (G) | DHEA (G) | DIGF(UG) | CRCP | CRWR | INVC | BVC* | VAMD (G)

In this prototype, Chairs and GPDs remain unchanged.

graduate programs

Program Major/Head Count (2025-26)	
ADVR	206
CRCP	55
CROS	8
CRWR	122
DIGF-UG	200
DRPT	604
ENVR	700
EXAN	490
GRPH	596
ILLU	775
INDS	270
INTM	167
INVC	18
MAAD	196
PHOT	114
PRPB	59
SCIN	75
VCS	32
CCP (G)	25
DIGF(G)	40
VAMD (G)	83
DHEA (G)	19
INCD (G)	32
SFI (G)	98
Breadth & Visual Culture (BVC)	4632

graduate programs

** Note on Breadth and Visual Culture (BVC)*

All students take a minimum of 5.0 credits in Breadth (BVAL, HCL, HUMN, SCTM, SOSC) and Visual Culture (VISA,CCNA, VICC) courses. This is equivalent to 25% of every undergraduate degree.

* This is intended to show the proposed new program. It is still in development & has not passed governance.

Prototype Checklist

- Studio-based education as a core differentiator (Enable Condition)
- Teaching and learning as the structure's purpose (Enable Condition)
- Supporting student experience and graduating on time (Enable Condition)
- Role clarity and accountability as a precondition (Enable Condition)
- Collaboration, exploration and experimentation (Enable Condition)
- Relationship between graduate and undergraduate studies (Design Condition)
- Councils, curriculum committees and Chairs (Design Condition)
- Responsibility, accountability and information (Design Condition)
- Governance, participation and leadership development (Design Condition)
- Psychological safety and culture (Design Condition)
- Grounded in external requirements (Design Condition)
- Formal data pathways, not informal workarounds (Design Condition)
- Solve for the Structural Deficit (Strategic Considerations)
- Advance Practice-Based Art & Design Education (Strategic Considerations)
- Foster Student Agility for the Future (Strategic Considerations)
- Calibrate Impact on Key Audiences - Internal (Strategic Considerations)
- Enhance Reputation - External (Strategic Considerations)
- Leverage and Optimize Existing Resources (Strategic Considerations)
- Ensure Impact Over Time (Strategic Considerations)

How well does this prototype **enable** the kind of university we want? Check off the Enable conditions.

How well does this prototype's **design** create the conditions we need in our university? Check the Design conditions.

How strategic is this prototype? Check the Strategic conditions.