

UNIVERSITY OF TORONTO
THE GOVERNING COUNCIL
REPORT NUMBER 184 OF THE COMMITTEE ON
ACADEMIC POLICY AND PROGRAMS

March 29, 2017

To the Academic Board,
University of Toronto

Your Committee reports that it met on Wednesday, March 29, 2017 at 4:10 p.m. in the Council Chamber, Simcoe Hall, with the following present:

Present:

Professor Elizabeth M. Smyth (Chair)
Professor Maydianne C.B. Andrade (Vice-Chair)
Professor Sioban Nelson, Vice-Provost,
Academic Programs and Interim Vice-Provost, Faculty and Academic Life
Professor Catherine Amara
Professor Marcus Bussmann
Professor Wendy Duff
Professor Thomas Hurka
Professor Susan Jaglal
Professor Allan S. Kaplan
Professor Ernest W.N. Lam
Mr. Austin Long
Professor Lacra Pavel

Professor Michael J.H. Ratcliffe
Mr. Rosten Role
Professor Sonia Sedivy
Mr. Bingchen (Tony) Shan
Professor. Anne Harriet Simmonds
Professor Ning Yan

Non-voting Assessor

Mr. Richard Levin, Executive Director,
Enrolment Services and University
Registrar

Secretariat:

Mr. David Walders

Regrets:

Mr. Joshua Hunter
Professor. William Ju
Ms. Jennifer J. Lau
Professor Reid B. Locklin
Ms. Melinda Scott
Mr. Abdulwahab Sidiqi
Ms Samra Zafar
Ms Alena Zelinka

In Attendance:

Professor Joshua Baker, Vice-Dean, Faculty of Arts and Science
Professor Nancy Baxter, Dalla Lana School of Public Health
Professor Peter Burns, Chair, Department of Medical Biophysics
Professor David Cameron, Dean, Faculty of Arts & Science
Ms Mary Choi, Assistant Dean, Administration, Faculty of Dentistry
Professor Susan Christofferson, Joseph L. Rotman School of Management
Professor Amrita Daniere, Vice Principal Academic and Dean, University of Toronto
Mississauga (UTM)
Ms. Yen Du, Program & Curriculum Officer, Office of the Dean, UTM
Professor Michael Escobar, Associate Dean, Faculty Affairs, Dalla Lana School of Public
Health
Professor Bernhard Gauzz, Vice Dean, Research, Faculty of Dentistry
Professor David Goldreich, Joseph L. Rotman School of Management
Professor Daniel Haas, Dean, Faculty of Dentistry
Professor Howard Hu, Dean, Dalla Lana School of Public Health
Professor Allan Kaplan, Vice Dean, Graduate & Academic Affairs
Professor John Kirton, Director, International Relations Program
Professor Jim Lai, Vice Dean, Education, Faculty of Dentistry
Professor Penelope (Poppy) Lockwood, Vice Dean, Academic Planning and Strategic
Initiatives, Faculty of Arts & Science
Dr. Daniella Mallinick, Acting Director, Academic Programs, Planning and Quality
Assurance, Office of the Vice- Provost, Academic Programs
Professor Ryan McClelland, Acting Dean of the Faculty of Music and Associate Dean,
Academic & Student Affairs
Dr.Cora McCloy, Acting Coordinator, Academic Planning & Reviews
Professor Don McLean, Dean, Faculty of Music
Professor James Posluns, Assistant Dean, Clinics, Faculty of Dentistry
Ms Donna Wall, Director, Financial Aid and Awards
Professor Holly Wardlow, Director, Health Studies Program, UTSC
Professor Trevor Young, Dean, Faculty of Medicine and Vice Provost, Relations with
Health Care Institutions

ITEM 1 IS RECOMMENDED TO THE ACADEMIC BOARD FOR APPROVAL. ALL
OTHER ITEMS ARE REPORTED FOR INFORMATION ONLY.

The Chair welcomed members and guests to the meeting and thanked the Review Groups for
their commitment to the important task of conducting their respective reviews.

1. Program Closure: Master of Urban Design Studies (M.U.D.S)

Professor Nelson reminded the Committee that program closures were a normal and positive part of program evolution and quality assurance. The Master of Urban Design Studies was created about 15 years ago and offered by the Department of Geography and Planning in the Faculty of Arts and Science. It was created to provide advanced education in the principles and practice of urban design. It originally had a close relationship with the Master of Urban Design degree program offered by the John H. Daniels Faculty of Architecture, Landscape and Design, but over time, the two masters programs became less synergistic and joint course offerings between them had declined. As well, the MUDS program was not popular among students and never met the anticipated enrolment. Given the low demand for this program, the Faculty of Art and Science wished to close it and reallocate existing Faculty resources. The Faculty had administratively suspended admissions to the program in October 2014 and there were no students currently enrolled. There are three lapsed students. One is beyond the time period allowed to reinstate into the program; and one transferred and graduated from the Master of Urban Design. The third lapsed student may reinstate until the summer 2020 session. This student has been informed that the degree program is closing. The closure date is aligned to with the last session the lapsed student may enrol in order to complete the degree program under the School of Graduate Studies regulations.

On motion duly made, seconded and carried

It was Recommended

THAT the proposed closure of the Master of Urban Design Studies (M.U.D.S.), Faculty of Arts and Science dated November 3, 2016, to which admissions were administratively suspended in October 2014, be approved with an anticipated program closure date of August 31, 2020.

2. Follow-up Report on Reviews

Professor Nelson reminded members that, under the *University of Toronto Quality Assurance Process (UTQAP)*, the Committee could request a one-year follow-up report when concerns were raised in an external review that required a longer period of response. Historically, the Committee had requested follow-up reports for about one third of the reviews that it considered. The reviews for UTM; the Faculty of Music and its programs; the undergraduate Commerce programs; and the International Relations undergraduate program had all been discussed at the Cycle 5 meeting last year (March 30, 2016), when follow-up reports for each had been requested.

a) University of Toronto Mississauga (University of Toronto Mississauga)

Professor Nelson noted that, in her Report, Dean Daniere indicated that, since the review, the University of Toronto Mississauga had undertaken a year-long academic and strategic planning initiative that involved broad consultation and participation with the UTM community, resulting in the release of the UTM Vision Statement on January 19, 2017. A Strategic Planning Task Force had been struck to advise UTM's leadership on the development of an Academic Plan that would build on the Vision Statement and guide new initiatives. Actions in line with UTM's Vision Statement had already resulted in an increase of 30 graduate students affiliated with UTM, and in the welcoming of a Traditional Aboriginal Elder to the UTM community. The Chief Administrative Officer had established a working group to review support staff levels and effectiveness across departments. A new academic administrative structure had been established in the Dean's Office and all appointments in that office would be in place by July 1, 2017.

In reply to a question from the Vice-Chair regarding the increase in the number of graduate students that were now affiliated with UTM, Professor Daniere replied that the increase had resulted largely from work of the current the Office of the Vice-Dean and its efforts to inform graduate students of the advantages of affiliating with UTM.

b) Faculty of Music and its programs (Faculty of Music)

Professor Nelson informed the Committee that Dean McLean, in his Report, had indicated that, since the review, the Faculty of Music had undertaken a number of changes. Its Strategic Academic Plan (2016-2021) had been approved by Faculty Council in October 2016 and had been forward to the Planning and Budget Committee and Academic Board in November 2016 for further input. The positive consultative process that produced the Plan allowed the Faculty's community to review and refine its mission, vision, and values. Many elements of the Plan had already been implemented. As an example, the Faculty had begun normalizing its undergraduate degree programs at 20 credits; implemented changes to its year 1 and 2 common core curricula; and was currently reviewing upper-level specializations. A working group on Master's programs had been struck, a strategic research plan was underway, and several other initiatives had been put in in place to improve the resources (physical and financial) available to support programs.

c) Commerce undergraduate programs (Faculty of Arts and Science, Joseph L. Rotman School of Management)

Professor Nelson reported that Dean Cameron and Dean Macklem, in their Report, had noted that, with respect to admission changes, at least two assessors reviewed each candidate's submission for the supplemental applications, and a majority of program offers would now be made in February and March. To build a community, the program office had introduced a housing system for first year students; improved the space outside the four classrooms in the lower level of Woodsworth Residence; and had secured additional classroom space. A curriculum committee was formed in August 2016 and some curriculum changes it had had recommended had already been implemented. Both Faculties had agreed to comprehensively revisit all aspects of the program and its organizational structure.

d) International Relations undergraduate program (Faculty of Arts and Science)

Professor Nelson reported that Dean Cameron, in his Report, had noted that the new International Relations (IR) curriculum would address concerns raised around the need for greater flexibility, review of course offerings, and lead to the inclusion of courses from cognate departments. These concerns were being addressed primarily through the creation of core focus areas designed to provide students with clear pathways through the program while ensuring flexibility within those pathways. In addition, more flexible course offerings would be available along with greater access to research opportunities. In the short term, the Program Director was working to ensure that, whenever possible, core IR courses were taught by tenure-stream faculty members from the core departments. The History Department was seeking a new appointment in international history in the current round of Faculty of Arts and Science faculty appointments.

3. Annual Report on Student Awards Established, Amended and Withdrawn: July 1, 2015 to July 30, 2016

The Chair reminded members that the *Policy on Student Awards* specified that the University Registrar report all new, amended and withdrawn awards annually to the Academic Board through the Committee on Academic Policy and Programs. In addition, as part of its general monitorial responsibility over academic matters, the Committee received an annual report on student awards. Mr. Levin then summarized the awards established, amended and withdrawn for the period of July 1, 2015 – June 30, 2016.

In reply to a question from the Chair regarding withdrawn awards, Mr. Levin replied that, in the vast majority of cases, awards were withdrawn because the expendable funds used to fund the awards had been exhausted.

4. Annual Report on Student Financial Support, 2015-16

The Chair invited Mr. Levin to offer a presentation on the Annual Report on Student Financial Support for 2015-16. His presentation, appended [here](#), highlighted the following main points:

- Student Aid Expenditures for 2015-16 were \$193.4M, which represented a 6.6% increase over 2014-15. Financial support for graduate students amounted to \$273M in 2015-16.
- Total OSAP participation rates for 2015-16 were as follows: 48% of students across all divisions; 23% of all graduate students, and; 55% of all undergraduate students.
- Compared to other Ontario universities, the University students received, per student (FTE), considerably more funding in scholarships and bursaries.
- The University supported a higher proportion of students from lower income families than any other Ontario university. The Student Access Guarantee expenditures in 2015-16 totaled \$65.8M, \$30.2M above provincial requirements.

- Coming changes to financial aid included a redesign of OSAP to reduce complexity, increase transparency and promote earlier decisions made on financial aid. There would also be consolidation of many provincial aid programs into one as well as the introduction of net-tuition billing in direct entry programs.
- The Pearson International Scholarships would be introduced in 2017-18. They would fully fund 37 outstanding international students per year initially, and a total of 150 at maturity of the scholarship program.

Questions from members following the presentation focused on financial support for international students as well as the future of student funding through the University of Toronto Advanced Planning for Students (UTAPS) program. In reply, Mr. Levin informed members that, in light of the fact the Pearson International Scholarship recipients would receive full tuition and living expenses for 4 years, recipients of this scholarship were not eligible for other awards. There would also be an effort to balance recipients of this scholarship both geographically and across divisions. In addition to the Pearson Scholarships, there were many other available sources of financial aid for international students, including those at the divisional level.

Turning to the UTAPS program, Ms Donna Wall confirmed that students enrolled in all undergraduate programs as well as all students enrolled in doctoral stream masters and doctoral programs would continue to be eligible for UTAPS.

The Chair thanked Mr. Levin for his presentation.

The Vice-Chair stepped into the Chair as the Chair offered remarks for item 5.

5. Information Update: Joint Education Placement Agreement Template

The Chair informed the Committee that the Joint Educational Placement (JEP) option for full-time doctoral students had been in place since 2011, and that the wording that appeared on the University of Toronto parchment acknowledging student participation in a JEP for Doctoral Studies had been approved by the Committee on Academic Programs and Policy on May 14, 2013.

The main revision contained in the current template was to acknowledge that two parchments, one from both the lead and the collaborating university, rather than a single parchment from the lead university, may be issued to students completing JEPs.

The Chair thanked the Vice-Chair and stepped back into the Chair.

6. Semi-Annual Report on the Reviews of Academic Units and Programs

The Chair noted that since the last report to the Committee, the Office of the Vice-President and Provost had received three reviews: two Provostial Reviews commissioned by the Vice-President and Provost and one Decanal Review commissioned by the Dean of The Faculty of Medicine. All were being brought forth to the Committee for information.

The submissions included the signed administrative responses from each Dean, which highlighted action plans in response to reviewer recommendations.

For the review process, the Chair reported that members had been broken into three reading Groups and that each Group had been assigned a single program or unit to review. To guide their review, members of these Groups were asked to consider three questions:

- i) *Does the summary accurately tell the story of the full review?*
- ii) *Does the administrative response address all issues identified?*
- iii) *Are there any questions, comments or substantive issues that the Committee should consider? Is there need to ask that the Vice-Provost, Academic Programs to bring forward a follow-up report?*

The Chair invited Professor Nelson to make general remarks about the 3 reviews. Professor Nelson reminded the Committee that it played a critical role in the reviews of all academic programs and units at the University. The goals of these reviews included the following: obtaining expert advice of leaders in the field concerning academic and administrative issues; measuring performance against leading international programs, and; obtaining guidance and input from our peers on key strategic directions.

The reviews had identified both new and recurring themes, including the excellent quality and comprehensiveness of programs, and the research expertise and outstanding scholarly outputs of faculty. As always, the reviews noted areas for development, including ensuring support for graduate student time to completion, and strengthening coordination across areas to support academic programs.

All programs at the University undergo review at least once every eight years, and all reviews that fell under the UTQAP were ultimately reported to the Ontario Universities Council on Quality Assurance (Quality Council) as Final Assessment Reports and Implementation Plans, or FAR/IPs. The FAR/IPs captured the most prominent strengths and opportunities for development as noted by the external reviewers. They also included a summary of the Dean's administrative response and implementation plan, along with the outcome of any discussion from this Committee. Two of the current reviews – of the Department of Medical Biophysics and the Dalla Lana School of Public Health (DLSPH) Provostial Review) – included programs that were being reviewed for the second time under the UTQAP.

Dalla Lana School of Public Health (DLSPH) Provostial Review

The spokesperson for the group reported that, while the summary accurately reflected the story of the full review, it was, at times, unclear due to the use of acronyms. The administrative response presented a forward-looking plan to address the issues identified in

the Review, with a good balance of long term and short-term actions to implement. However, the proposed plan looked mostly at individual programs or units within the DLSPH, rather than providing a more unified plan for the Faculty overall. This had the effect of amplifying the rather “siloed” nature of the Faculty, rather than unifying it. In addition, the administrative response did not adequately address the suggestion in the Review that a Deputy-Dean position (or equivalent) be created. Other concerns with the administrative response related to faculty workload and the distribution of faculty, as well as the Completion in Four Year (CIFY) plan for PhD students.

Dean Hu acknowledged that the integration of the DLSPH and the IHPME was a complex and ongoing process, and that full integration and cohesion would occur over time. Both the IHPME and the DLSPH recognized that this integration was a mutually beneficial arrangement which would increase the global presence of the IHPME and improve the educational and research experiences for the Faculty overall. Operational considerations were being reviewed and a mapping exercise had been undertaken to examine which considerations could be addressed by existing structures and which would necessitate the creation of new structures. Dean Hu also reported that the creation of a Vice Dean (or similar) had been considered by the Faculty and was still under advisement.

Professor Escobar informed the Committee that a faculty work plan had been approved last year and was being implemented. The Faculty complement included a large number of status-only faculty. Finally, Professor Baxter confirmed that it was a priority to increase internationalization among the student population in the Faculty. Additionally, while it was an ambitious goal of the CIFY plan to reduce PhD completion times to four years immediately, completion times would be reduced with the long-term goal of reducing completion times to four years.

A follow-up report was requested to address the development of an operational/implementation plan based on the strategic plan, including how implementation would take place under the new Dean; steps to reduce the number of “silos” and increase integration within the Faculty; the recommendation to appoint a Deputy Dean (or equivalent) position, and; plans for reducing Ph.D. time to completion;

Faculty of Dentistry Provostial Review

The spokesperson for the group reported that the summary accurately reflected the full review, although the issue of poor registrar responsiveness could have been more prominent throughout the summary. The administrative response was very thorough and overall addressed all major issues. There were questions raised regarding the ability to increase the proportion of full-time faculty given current financial constraints, plans to achieve financial stability outside of philanthropic avenues as well as plans for increased funding for patient advanced care.

Dean Haas reported that the Faculty planned to reduce those faculty with PT appointments through attrition and, with the resulting cost-savings, increase the number of full-time faculty and those with higher percentage FTE's. Turning to revenue generation, Dean Haas reported that there were ongoing discussions with the Ministry of Health with the goal of securing funding by aligning some of the Faculty's clinical education initiatives

with Ministry priorities. A new advancement officer had also been hired within the Faculty to examine possible sources of funding. Finally, on the matter of advanced patient care, Dean Hass noted that recent donations had been made to increase the Access to Care Fund, which provided assistance to patients in financial need. Since the vast majority of clinical work took place in-house, developing commercial partnerships to secure additional funding for patient advanced care was often difficult.

No follow-up report was requested.

Medical Biophysics, Faculty of Medicine, Decanal Review

The spokesperson for the group reported that the summary accurately reflected the full review. The administrative response was thorough and, overall, it addressed all major issues. There were questions raised regarding inconsistent faculty participation in department activities such as graduate seminars and overall faculty cohesiveness, and whether the processes for students resolving concerns and conflicts with supervisors were clear to students and recruitment of international students.

Dean Young and Professor Burns offered joint responses to the questions raised by the group. They reported that since Medical Biophysics was designed to take advantage of external partner research institutions, faculty in the Department often found themselves more aligned with their home institutions. That said, there had been many initiatives to increase attendance at seminars, including developing a robust communications program to emphasize the availability and importance of the programs and developing strong relationships with leadership structures in institutions. In addition, attendance at seminars remained a factor when considering faculty promotion.

Turning to resolving potential conflicts with supervisors, Dean Young and Professor Burns reported that students were aware of the processes for resolving conflicts, and that graduate coordinators were available to answer any questions or concerns. Finally, regarding recruitment, it was noted that a concerted effort was being made to recruit international students and to increase the proportion of international students in the Department. This included an improved communications strategy to convey the somewhat unique and complex nature of the program, as well as modelling recruiting strategies on those of other departments within the Faculty that had been successful in international recruitment.

No follow-up report was requested.

7. Date of Next Meeting – May 9th, 2017 at 4:10 p.m.

Members were reminded that the date of the next meeting would be held on May 9th, 2017 at 4:10 p.m.

8. Reports of the Administrative Assessors

Professor Nelson expressed thanks to the members who had attended the meeting with the Quality Council Auditors on February 7, 2017. She also noted that, while the report of the

Auditors was not yet available, the Auditors had conveyed that they were impressed by the level of engagement by the Committee. Once the Report was available, further commentary would be provided.

9. Other Business

There were no items of other business.

The meeting adjourned at 5:53 p.m.

Secretary

Chair

March 30, 2017