

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 23 OF THE ACADEMIC AFFAIRS COMMITTEE**

OCTOBER 30, 2017

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on October 30, 2017 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Judith Poë, Chair
Laura Taylor, Vice-Chair
Ulli Krull, Vice-President & Principal
Amrita Daniere, Vice-Principal Academic and
Dean
Bryan Stewart, Vice-Principal, Research
Kelly Akers
Megan Alekson
Gordon Anderson
Brett Beston
Liza Blake
Erika Colby
Gary Crawford
Marc Dryer
Miquel Faig
Salma Fakhry
Elaine Goettler
Claudiu Gradinaru
Shelley Hawrychuk
Yuhong He
Sanja Hinic-Frlog
Rosa Hong
Nathan Innocente
Abdelrahman Khater
Jihan Khatib
Michael Lettieri
Teresa Lobalsamo
Heather Miller
Kent Moore
Emmanuel Nikiema
Jay Nirula
Andrea Olive
Manfred Schneider

Alison Syme
Mihkel Tombak
Doug Varty
Rebecca Wittman
Liye Xie
Daniel Zingaro

Non-Voting Assessors:

Mark Overton, Dean of Student Affairs
Yen Du, Program and Curriculum Officer

Regrets:

James Allen
Tracey Bowen
Aurel Braun
Kajri Jain
Renu Kanga Fonseca
Alexandra Gillespie
Abi Karunendiran
Konstantin Khanin
Anna Korteweg
Pim Manaswiyoungkul
Rhonda McEwen
Ashley Monks
Lorretta Neebar
Diana Raffman
Joan Simalchik
Nour Shell
Jose Wilson

In Attendance:

Michelle Kraus, Assistant Registrar, Academic Standards and Petitions, Office of the Registrar
Professor Angela Lange, Vice-Dean, Faculty
Neil Neebar, Associate Registrar, Student Records, Registration and Institutional Analysis, Office of the Registrar
Susan Senese, Interim Chief Administrative Officer

Maya Tomkiewicz, Vice President University Affairs & Academics, UTMSU
Irene Weicek, Director, Master of Management & Professional Accounting (MMPA)

Secretariat:

Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council
Mariam Ali, Governance Coordinator

1. Chair's Remarks

The Chair welcomed members to the meeting and noted that the nominations for elected positions on Academic Affairs Committee would open on Thursday, January 4, 2018 and close on Friday, January 12, 2018. Once filled, these terms would begin on July 1, 2018. The Chair advised members to contact Ms Cindy Ferencz Hammond, Deputy Returning Officer if they had any inquiries about the available positions and the nominations and elections process.

2. University of Toronto Mississauga Students Union (UTMSU)

The Chair invited Ms Salma Fakhry, President, UTMSU and Ms Maya Tomkiewicz, Vice President University Affairs & Academics, UTMSU to present¹. Ms Fakhry informed members that the Union represented full time and part time undergraduate students, and held events, campaigns and services to enhance the student experience. Ms Tomkiewicz noted that the Union engaged in campaigns throughout the year to raise awareness on issues and included *Fight the Fees*, the Student Centre expansion, the GTA U-Pass, midterm relief policy and many more. Other services offered by the UTMSU included the UPASS, Blind Duck Pub, academic advising, tax clinics and a multitude of services offered at the Student Centre to student clubs. Ms Fakhry explained to members that there were key areas where students wished to make recommendations, which included: an expansion to the existing Student Centre, grade forgiveness, reduced fees and the GTA U-Pass.

In response to a member's question, Ms Fakhry explained that their advocacy efforts surrounding a GTA U-Pass included GO transit options. A member inquired into the *Fairness for International Students* campaign. Ms Fakhry responded that currently, international students opted to purchase a supplemental health insurance plan through the UTMSU in addition to their University Health Insurance Plan (UHIP) coverage, and that the campaign worked towards improving and expanding existing UHIP coverage for international students. The Chair asked Ms Fakhry to comment on student opinion regarding Fall Reading Week, to which Ms Fakhry noted that there had been no student survey on the topic. She added that the Fall Reading Week was in line with other universities' calendars and helped to alleviate pressure on students during the academic year.

3. University of Toronto Mississauga: Academic Plan

The Chair invited Professor Amrita Daniere, to present² the UTM Academic Plan. Professor Daniere provided an overview of the UTM academic planning process, which was built on the UTM visioning consultation that took place during the fall of 2016. She reminded members that the Strategic Planning Task Force which was struck in January of 2017, had helped to develop the content of the UTM Academic Plan by establishing goals and objectives, setting priorities and creating a roadmap to implement the new UTM Vision over the next five years. The Task Force was composed of faculty, staff, a librarian student and community member. Professor Daniere noted that the Task Force held facilitated

¹ A copy of the UTMSU presentation is attached as Attachment A.

² A copy of the Academic Plan presentation is attached as Attachment B.

sessions with numerous departments, received submissions from academic and non-academic units, hosted an open forum to receive presentations, gathered and reviewed additional internal and external data, and surveyed staff, librarians, and faculty. Feedback from this extensive consultation period, particularly the goals identified in the unit submissions, became the foundation for determining the goals in the Academic Plan. In particular, Professor Daniere stated that the Academic Plan focused on the following five goals: 1) Inspire student success by supporting a rigorous and innovative academic environment; 2) Demonstrate that UTM is a home for world-class research; 3) Enrich the student experience by embracing opportunities for community involvement; 4) Educate future leaders to be global citizens meeting complex challenges; 5) Focus on transformation and innovation to create a sustainable and cohesive community.

Professor Daniere noted that the Academic Plan was a document that created a broader vision and set goals that reflected the vision, mission and values of UTM and was in line with the strategic priorities outlined in [Towards 2030](#). She added that the [Implementation Plan](#) included more detailed recommendations and was a dynamic document, through which UTM would work towards realizing the goals within the Academic Plan. Professor Daniere noted that as part of the Implementation Plan, her office had begun the process of inviting the UTM community to participate in four working groups, which would address the objectives of the Academic Plan, specifically investigating best practices around Numeracy, Literacy, Sustainability Pathways and Improving UTM Student Retention Rates.

In response to a member's question regarding student to faculty ratios, Professor Daniere noted that the current budgets and resource implications within the Academic Plan worked to address that issue by hiring more teaching staff. In response to a follow-up question, Professor Daniere added that incoming undergraduate enrolment had been capped going forward.

Professor Krull, Vice-President & Principal commented that the Implementation Plan was key to demonstrating the distinctive culture at UTM, noting that each of the identified goals within the Academic Plan would resonate and be embraced differently by each department. He then invited Professor Daniere to discuss UTM's ambitions as outlined in the implementation plan.

Professor Daniere advised that the Implementation Plan was not intended to be a top-down approach, since the goals and objectives within the Academic Plan were a result of a long, careful and detailed consultation process. The first step in the implementation plan process was to set up the working groups mentioned already, which would leverage the expertise that already existed at UTM. She stated that the working groups were slated to have completed their work by May, 2018. Part of this process would include review and feedback that would allow each department an opportunity to bring forward curriculum changes by the fall of 2018. Professor Daniere noted that departments that were looking to access resources to deliver such curriculum enhancements could put their plans forward utilizing templates, which will be established by the working groups.

A member inquired into how these resources would be assigned to departments and whether they would be considered for approval by the Academic Affairs Committee. Professor Daniere advised that these changes would go through the respective Curriculum Committees, which would then be considered by the Academic Affairs Committee as appropriate.

In response to a member's question regarding status reports on the working groups, Professor Daniere advised that her Office was working towards implementing a web-based tool for access by the UTM community which would regularly report on the actions and initiatives of these working groups. Another member asked what resources and measures would be available to assess the success of these initiatives and whether metrics would be designed by the Committee. Professor Daniere advised that assessment would be a critical element going forward, and would likely require the involvement of the Robert

Gillespie Academic Skills Centre on a yearly and bi-yearly basis. Departments would also need to indicate a clear record of financial resources that were utilized, and demonstrate measurable impact.

In response to a member's comments regarding an emphasis on critical thinking skills, Professor Heather Miller, Vice-Dean, Teaching & Learning advised that these were at the forefront of curriculum discussion and largely handled through the Curriculum Committees. She added that academic departments were highly engaged in these matters.

Professor Krull commented that the first step in this academic planning process had been to create a vision, and that the next step would involve the conversion of that ambition; he added that he was confident in the expertise at UTM to achieve these goals. He thanked Professor Daniere and the Strategic Planning Task Force for successfully leading this process. Professor Daniere thanked the members of the Strategic Planning Task Force for their dedication to the process and their valuable contributions, along with members of the UTM community who participated in the consultations.

The Chair noted that the Academic Plan had received extensive consultation and encouraged members of the Committee to provide further input into the Implementation Plan.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDED,

THAT the University of Toronto Mississauga: Academic Plan 2017, submitted by the Vice-Principal Academic and Dean, Professor Amrita Daniere, be recommended for endorsement in principle.

4. Divisional Teaching Guidelines

The Chair invited Professor Angela Lange, Vice-Dean, Faculty to present the item. Professor Lange informed members that the proposed revision was part of a University-wide initiative to bring divisional teaching guidelines into line with existing policy. Specifically, it was prompted by the December 2016 approval of the new *Policy and Procedures Governing Promotion in the Teaching Stream*. In December 2014, the Special Joint Advisory Committee (SJAC) negotiations between the University of Toronto administration and the University of Toronto Faculty Association resulted in agreement on a series of changes in principle with respect to teaching stream faculty. Professor Lange advised that the agreement in principle achieved through the SJAC process also included agreement that promotion from Associate Professor, Teaching Stream to Professor, Teaching Stream “shall be based on excellent teaching, educational leadership and/or achievement, and ongoing pedagogical/professional development, sustained over many years.” The new policy would rely on divisional teaching guidelines, and the “approved divisional guidelines have the force of policy.”

The proposed divisional guidelines explained what evidence would be gathered to assess the candidate's teaching; specified what a teaching dossier should contain; clarify what constituted excellent teaching in the divisional context; and described the standards and expectations against which external referees should be evaluated. Professor Lange added that in developing revisions to the UTM Guidelines for the Evaluation of Teaching, input and comment was sought from all UTM faculty and a working group consisting of eight teaching stream faculty, the Vice-Dean, Teaching & Learning, and chaired by the Vice-Dean, Faculty, was then formed to formalize the changes. In response to a member's question, Professor Lange confirmed that the Policy explicitly states that the promotions committee will include at least one faculty member at the rank of Professor, Teaching Stream. However, as there are currently no people at this rank, the Policy also states “Until a sufficient number of teaching stream faculty members

have attained this rank, this requirement shall be waived and the full committee shall be constituted by five (5) tenured faculty at the rank of Professor.”

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDED,

THAT the proposed UTM Divisional Teaching Guidelines, as recommended by the Vice-Principal Academic and Dean, Professor Amrita Daniere, in the proposal October 3, 2017, be approved, effective November 3, 2017.

5. Update in Admission Requirements: Master of Management & Professional Accounting (MMPA)

The Chair invited Professor Irene Wiecek, Director, Master of Management & Professional Accounting (MMPA) to present the item. Professor Wiecek noted that the MMPA program currently allows for applicants who have graduated from the University of Toronto with either high distinction or with a specific UofT undergraduate program to be exempt from the GMAT requirement. She noted that the program sought approval to amend the admission requirements to extend the GMAT exemption to include any applicant that has studied for four years at a North American university and graduated with a CGPA of 3.5 or higher. With less familiarity of curriculum, programming, and standards at international institutions, the MMPA Program would continue to maintain the GMAT requirement for non-North American university applicants and for those graduates with less than a 3.5 CGPA. Professor Wiecek added that the proposed change would bring the MMPA Program admission requirements more in line with other similar programs at U of T. The IMI Curriculum Committee reviewed and recommended this proposal on August 28, 2017.

A member inquired into whether this proposed change would affect the accreditation of the MMPA program. Professor Wiecek advised that the MMPA program was accredited by Chartered Professional Accountants Canada, which had no GMAT requirements. In response to a member's question, Professor Wiecek noted that feedback from recruiting staff had indicated that the GMAT requirement impacted the number of applications. Members discussed the application process and quality of students and Professor Wiecek advised that the entirety of the applicant's profile was reviewed to ensure the admission of quality candidates.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the proposed admission requirements as recommended by the Vice-Principal Academic and Dean, Professor Amrita Daniere, in the proposal dated October 1, 2017, be approved, effective May 1, 2019.

6. Reviews of Academic Programs and Units

The Chair noted that the Committee would receive for information and discussion, reviews of academic programs and units consistent with the University of Toronto Quality Assurance process. The reviews were also forwarded to the Committee on Academic Policy and Programs (AP&P) for consideration. The Chair invited Professor Heather Miller, Vice-Dean, Teaching & Learning, to present the annual report on

external reviews of departments and programs for the year 2016-17³. Professor Miller informed Committee members that external reviews occurred at intervals of no more than eight years and were supervised by the provincial Quality Council which was responsible for the auditing process. The role of the reviewers was to determine the quality of the program or department and make recommendations for areas of opportunity for improvement. For 2016-17, the Department of Chemical & Physical Sciences, Department of Historical Studies and Department of Management were reviewed and Professor Miller provided an overview of the positive elements, areas of opportunities and the response of the administration for each review. Arising from the latter two reviews was the issue of the time spent on the UTM campus by tenure stream faculty. Members discussed strategies to increase this time, which included better access to research resources, an improved faculty housing program and improved transit options between the St. George and UTM campuses.

7. Other Business

There was no other business brought forward.

8. Assessors' Report

Professor Daniere advised members of the upcoming minor undergraduate curriculum changes to be considered by this Committee on January 8, 2018. She noted that the Office of the Dean would be moving towards implementing three deadlines for curriculum changes that were spread over the academic year in an effort to create more flexibility in the Curriculum Committee process.

Professor Daniere had provided an overview of three of the working groups, Numeracy, Literacy and Sustainability in her discussion under Item 3. She added that the fourth working group was being struck to review the retention rate of UTM undergraduate students. She noted that despite higher graduating averages and raising admissions standards in the past five years, there was little impact on the retention rate. The Committee would review the work of other public universities in this domain and recommend curriculum changes and other changes to improve this area.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted, and that Item 9 - Report of the Previous Meeting.

9. Report of the Previous Meeting: Report 22 – September 13, 2017

Report number 22, from the meeting of September 13, 2017, was approved.

10. Business Arising from the Report of the Previous Meeting

There was no business arising from the report of the previous meeting.

11. Date of the Next Meeting – January 8, 2018 at 4:10 p.m.

³ A copy of the External Review presentation is attached as Attachment C.

END OF CONSENT AGENDA

The meeting adjourned at 5:52 p.m.

Secretary

Chair

November 6, 2017



University Of Toronto Mississauga
Students' Union
Local 109 of the Canadian Federation of Students

What is the UTM Students' Union?

- Independently incorporated on August 2nd, 1983
- Union for the students by the students
- Full time and part time undergraduate students
- Hold events, campaigns and services to enhance the student experience
- Apart of the Canadian Federation of Students that is made up of over 500 000 students, more than 80 university and college students' unions

UTMSU Executive Committee



<https://www.youtube.com/watch?v=Oc65EjHCfVg>

Campaigns

- Fight the Fees (tuition, parking, food, etc)
- GTA UPass
- United for Equity
- Grade forgiveness
- Midterm Relief Policy
- Student Centre Expansion
- No Means No
- Fairness for International Students
- Multi-Faith Space
- Challenging Islamophobia

Events

- Orientation Week
- Sauga Fest (Welcome Week)
- Academic Advocacy Week
- Club Collaborations
- Exam Destressors
- Multicultural Week
- Montreal Reading Week Trip
- Environment Week
- XAO
- Black History Month

The list goes on...

Services

- Bursaries
- UTMSU Convenience Store - The Duck Stop
- The Blind Duck
- Cheap printing
- Free Breakfast Wednesdays
- Tax Clinics
- Academic Advising
- U-pass program
- Health & Dental program
- Discounted tickets at the InfoBooth
- Multi-Faith Space
- Food Centre & Free Breakfast Wednesday's

UTMSU Victories

- Successfully lobbied for a Fall Reading Week (October 2016)
 - Eliminated \$35 exam remark fee
 - Lobbied to move the CR/NCR deadline to the last day of classes
 - Eliminated Access Copyright fees saving students over \$1.5 million per year
 - Lobbied to split tuition fee payments starting 2014
 - UTMSU bursaries raised from \$64k to \$82k
 - Introduced an International Students' Bursary
 - Increased club's funding to \$101,000
 - Improved access to the food centre and hosted multiple Farmers' Markets
 - Lobbied to provide free menstrual products on campus
 - Successfully opened a Nap Room on campus
 - Opened the first ever student run convenience store - THE DUCK STOP!
 - Implemented a free weekly nutritional breakfast program - feeding over 400 students
 - Lobbied to include the student rights and equity statement on the syllabus
 - UPass partnership with the City of Mississauga continues
 - Introduced the Co-Curricular Record for UTMSU Clubs & Society Executives
- And many, many more!!!

Student Recommendations

Student Centre Expansion

- Student centre was built in 1999 for 6,000 students
- Increased study space, club and academic society office space, multi-purpose space, multi-faith space, locker space, increased food options
- Commitment from the University to provide greater monetary support



Grade Forgiveness

- The proposed policy amendments will help remedy the effect caused by outliers in students CGPA
- Students may retake a course if they fail or do not meet program requirements, in order to replace their current mark with a new, improved grade in the respective course
- Mark attained in the 2nd attempt will count towards GPA and CGPA, regardless of whether it is higher or lower than the previous grade
- Both grades will be included in the student's academic transcript
- Can only forgive up to 1.0 credits, including program requirements

Reduced Fees

- Reduction and elimination of tuition fees
- Removal of interest on existing student loans
- Conversion of loans into non-repayable grants
- Tuition fees, parking fees, food costs, residence fees
- Registrar fees, exit fees



GTA UPass

- UTM is a commuter campus, much like many schools in GTA.
- UTM is 1 of 2 schools in GTA with a Universal Transit Pass (U-PASS)
- Need expanded to working on achieving a GTA U-PASS similar to 'U-PASS B.C.'
- Survey Collection
 - 4000 Surveys Collected; 2800 (Fall) + 1200 (Summer)
 - Preliminary Data suggests 94% of students survey indicated that they would utilize public transit more if they had a GTA U-PASS

Questions?



University Of Toronto Mississauga
Students' Union
Local 109 of the Canadian Federation of Students



University of Toronto Mississauga Academic Plan 2017

Academic Affairs Committee
October 30, 2017



University of Toronto Mississauga Vision Statement

- The need for a UTM Vision Statement that describes UTM's identity was recognized by the campus-wide external review that took place during the 2015-16 academic year.
- Following many rounds of review accompanied by suggestions provided during the Fall of 2016 through feedback sessions, focus groups and individual submissions from our dedicated faculty, staff, alumni and students, the final version was released on January 19, 2017.
- The document includes a brief mission statement, a vision statement and a list of attributes that are encompassed within UTM's identity.
- The Vision Statement forms the starting point of the Academic Plan which will guide UTM academic priorities for the next five years

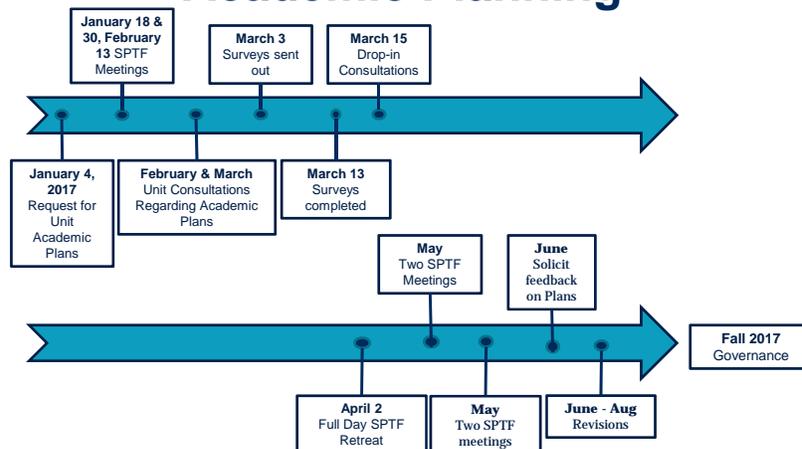


University of Toronto Mississauga Academic Plan – Key Themes

- Communication, Community and Creativity (along with Equity and Diversity)
- Campus-wide communication initiatives
- Sustainability and Innovation defined according to UTM needs
- Increasing engagement of the wider community in Mississauga, showcasing events, research, diversity and the indigenous heritage at UTM



Academic Planning



When reviewing submissions and supplemental documents, common topics that surfaced were:
 Student Success, Outreach Collaboration, Global Citizens, Transformation and Innovation, and Research



Academic Planning

- Once the Academic Plan was well-defined, we created an accompanying **Implementation Plan**
 - with resources always being a key limiting factor, good planning is essential
 - outlines the specific objectives designed to attain the goals of the Academic Plan along with the strategies that will be used to achieve the objectives
 - suggests when each step will be completed
 - concrete steps towards being more transparent and avoiding the Academic Plan from collecting dust



Academic Plan versus Strategic/Implementation Plan

Academic Plan

- Sets priorities for future decision making
- Sets goals describing what a division plans to do in the next 5 years
- Goals should reflect the
 - vision, mission and values of the Division
 - direction of the Division
 - strategic priorities outlined in Towards 2030

Implementation Plan

- Sets out how the division will work to realize the goals in the Academic Plan
- Details recommendations for implementation
- Identifies broad strategies for achieving goals and objectives
- Provides time-frames (including short, medium and long-term targets) within which strategies can be initiated and what resources will be required for their implementation



UTM Academic Plan



Five Main Goals in our UTM Academic Plan

1. Inspire student success by supporting a rigorous and innovative academic environment
2. Demonstrate that UTM is a home for world-class research
3. Enrich the student experience by embracing opportunities for community involvement
4. Educate future leaders to be global citizens meeting complex challenges
5. Focus on transformation and innovation to create a sustainable and cohesive community

UTM Academic Plan (pending governance consideration)

<https://www.utm.utoronto.ca/dean/initiatives/FinalVision/utm-academic-plan>

Embedded within the Academic Plan is the Implementation Plan



Implementation Plan

Objective	Goals Each Objective Supports				
A Invest in pedagogy and learning outcomes	1	2	3	4	5
B Attract increasing numbers of quality students	1	2	3	4	5
C Enhance foundational competencies	1	2	3	4	5
D Increase student retention rates	1	2	3	4	5
E Create new undergraduate and graduate programs	1	2	3	4	5
F Provide experiential education opportunities to all UTM undergraduates	1	2	3	4	5
G Benefit from better linkages with the local community	1	2	3	4	5
H Expand opportunities to increase awareness of global issues and cultures	1	2	3	4	5
I Support research across the curriculum	1	2	3	4	5
J Support interdisciplinary research at UTM	1	2	3	4	5
K Attract and hire more diverse faculty, staff, and librarians	1	2	3	4	5
L Implement the recommendations of the Truth and Reconciliation Commission	1	2	3	4	5
M Optimize high quality space available and its allocation	1	2	3	4	5
N Increase financial resources we have available	1	2	3	4	5
O Embrace sustainability as a focus of campus practices, pedagogy, and research	1	2	3	4	5

Implementation Plan

<https://www.utm.utoronto.ca/dean/initiatives/FinalVision/implementation-plan>



Next steps

Implementation involves the specific tactics, establishment of targets, reporting mechanisms, and identifying an overall accountability framework to regularly measure progress and success in the achievement of the goals in the Academic Plan.

Individuals, Academic Units and/or Offices that will play key roles will then be contacted in order to start discussions and assemble resources to inform decisions.

Annual Report: External Reviews of Departments and Programs 2016-17

Heather Miller, Vice-Dean, Teaching & Learning

Office of the Dean

Academic Affairs Committee

October 30, 2017



External Reviewers

- Chosen on the basis of administrative experience and wide-respect within their fields. We typically choose one Canadian and one U.S. reviewer.
- Assist in determining the quality of the program or department, make recommendations for improvement, and raise any significant areas of concern.



External Review Process

- An internal self-study, using a standardized template, is prepared by the program director or departmental chair in context of widespread consultation with faculty, staff, cognate units and students.
- The self-study addresses the programs, research, teaching, governance and plans for the future to be discussed.
- External reviewers visit the campus for two days and prepare their report for the Dean. Their report provides detailed evaluation of programs and curriculum.



Response to the External Reviewer Report

- Department chair or program director checks external reviewer report for any inaccuracies.
- The external reviewer report is forwarded to the Provost's office. The Provost provides a summary and writes a request for decanal response. Dean consults with program director/chair in preparing response.
- Review summary and decanal response shared with:
 - Academic Affairs
 - Campus Councils
 - Committee on Academic Policy & Programs (AP&P)
 - Academic Board.



2016-17 Reviews

Departments of

- Chemical & Physical Sciences
- Historical Studies
- Management



Chemical & Physical Sciences

- February 27 & 28, 2017
- Review Team from
 - University of Alberta
 - Dalhousie University
- Chair: Professor Claudiu Gradinaru



Major Findings - Positive Elements

- Remarkable success in delivering strong educational and research programs in four disciplines
- Innovative AIRLab Course enhances project management, teamwork, problem solving and leadership skills
- Faculty are passionate about the student experience and incorporate this well into curriculum
- Successful and internationally recognized research activities
- Strong relationships within UofT and with local external organizations



Recommendations of the Reviewers and Opportunities for Enhancement

- Review program admission requirements and program learning objectives for better student understanding and appreciation
- Introduce computational skills courses as early as possible in programs
- Institute an in-house training program for science-based TA's
- Review current status of Astronomy programs and its sustainability; consider restructuring to ensure critical mass and competitiveness
- Earth Sciences discipline should continue hiring plans to add a teaching-stream and then a research-stream faculty member



Response to Review

- Curriculum Mapping Project and recent Program Plans will help CPS review course offerings, admission requirements, and learning outcomes
- 200-level computational skills course being proposed for PHY students; other disciplines to adopt as appropriate
- Departmental in-house TA training to be introduced in 2018-2019
- Department currently reviewing and considering options to merge or link Astronomy with other CPS disciplines
- Earth Science teaching-stream faculty search underway now; tenure-stream faculty search scheduled for 2018-2019



Historical Studies

- February 9 & 10, 2017
- Review Team from
 - McMaster University
 - University of Texas at Austin
- Chair: Professor Rebecca Wittmann



Major Findings – Positive Elements

- Increasing program graduates from Classical Civilizations and South Asian Civilizations
- Strong enrolments in Women & Gender Studies and History of Religions
- Innovative digital humanities courses in History program
- Highly productive research from both tenure- and teaching-stream faculty
- Strong increase in faculty and staff numbers since last review



Recommendations of the Reviewers and Opportunities for Enhancement

- Further investment in language training courses for Latin American & Caribbean Studies and South Asian Civilizations programs
- Increase presence of tenure-stream faculty at UTM
- Develop greater connections across disciplines within the Department
- Capitalize on the 'cultural abundance' at UTM
- Create unique experiences and partnerships to leverage the Department's unique array of programs and meet interdisciplinary goals



Response to Review

- Historical Studies, Language Studies, and the Dean's Office will work together to make language training needs a priority, especially with respect to faculty complement planning
- The Department will make developing an evenly dispersed timetable a priority and increase incentives for graduate student presence to aid in greater faculty presence at UTM
- Creation of working groups and planning of a departmental retreat to further discuss strategies in developing community connections, capitalize on cultural opportunities in area, and fulfill interdisciplinary goals has been strongly recommended



Management

- November 14 & 15, 2016
- Review Team from
 - Boston University
 - University of British Columbia
- Chair: Professor Mihkel Tombak



Major Findings - Positive Elements

- Programs offered are appropriately and consistently delivered, fostering strong student interest in curriculum
- Tight integration of management and economic curriculum is source of intellectual strength
- Faculty bring impressive energy and care to teaching
- Strong research culture attracts 'world-class researchers'
- Department has record of hiring talented researchers



Recommendations of the Reviewers and Opportunities for Enhancement

- Examine Economics course options within Management programs
- Further develop work-integrated learning (WIL) opportunities for students
- Involve tenure-stream faculty more at UTM
- Develop a better understanding of what faculty (tenure- and teaching-stream) and administrative support is available and needed within the Department



Response to review

- Degree and program requirements are currently being reviewed with proposed changes to allow more flexibility in course options
- WIL opportunities are currently in development across UTM; Management is next in line after 'pilot' is launched
- Numerous on-campus events are being organized and promoted to encourage tenure-stream faculty to be present at UTM
- Working group to determine staffing needs in Department to be established

