

**UNIVERSITY OF TORONTO**  
**THE GOVERNING COUNCIL**  
**REPORT NUMBER 187 OF THE COMMITTEE ON**  
**ACADEMIC POLICY AND PROGRAMS**  
**November 2, 2017**

To the Academic Board,  
University of Toronto

Your Committee reports that it met on Thursday, November 2, 2017 at 4:10 p.m. in the Council Chamber, Simcoe Hall, with the following present:

**Present:**

Ernest Lam (Chair)  
Markus Stock (Vice- Chair)  
Sioban Nelson, Vice-Provost,  
    Academic Programs and Interim Vice-  
    Provost, Faculty and Academic Life  
Aarthi Ashok  
Glen Bandiera  
Joshua Barker  
Heather S. Boon  
Jasmine Carter  
James Davis  
Raisa B. Deber  
Connie Guberman  
Amanda Harvey-Sanchez

William Ju  
Allan S. Kaplan  
Jeannie Kim  
Cara Krmpotich  
Ben Liu  
David R. Smith  
Narhari Timilshina

**Non-voting Assessor**

Richard Levin

**Secretariat:**

David Walders

**Regrets:**

Tara Goldstein  
Rahul Gupta  
Reinhart Reithmeier  
Nikita Roy  
Anne Harriet Simmonds

**In Attendance:**

Michael Ratcliffe, Vice-Provost, & Dean of Arts, Trinity College

Christine Amon, Dean, Faculty of Applied Science and Engineering

Maydianne Andrade, Vice-Dean, Faculty Affairs and Equity, UTSC

Heather Boon, Dean, Faculty of Pharmacy

David Cameron, Dean, Faculty of Arts and Science  
Brenda Cossman, Director, Sexual Diversity Studies and its programs

Yen Du, Program & Curriculum Officer, Office of the Dean, UTM

John Duncan, Director, Ethics, Society & Law Undergraduate Program, Trinity College

William Gough, Vice-Principal Academic and Dean, UTSC

Claudiu Gradinaru, Chair, Department of Chemical & Physical Sciences, UTM

Glen Jones, Dean, Ontario Institute for Studies in Education

Christina Kramer, Acting Vice-Principal, University College

Angela Lange, Vice-Dean Faculty, UTM

June Larkin, Director, Equity Studies program; Vice-Principal, New College

Ana Perez-Leroux, Director, Cognitive Science program

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

Daniella Mallinck, Director, Academic Program, Planning and Quality Assurance

Bonnie McElhinny, Principal, New College

Cora McCloy, Acting Coordinator, Academic Planning & Reviews

Don McLean, Dean, Faculty of Music

Heather Miller, Vice-Dean, Teaching & Learning, UTM

Joanne Oxley, Associate Dean Faculty, Rotman

Juan Carlo Zúñiga-Pflücker, Chair, Department of Immunology

Janet Poole, Department of East Asian Studies, Faculty of Arts and Science

Ajay Rao, Department of Religious Studies and the Department of Historical Studies  
Religious Studies, UTM

Mark Schmuckler, Vice-Dean Undergraduate, UTSC

Janice Spencer, Office of the Vice-Provost, Academic Programs

Jamie Stafford, Chair, Department of Statistical Sciences

Mihkel Tombak, Chair, Department of Management, UTM

Holly Wardlow, Interim Director, Interdisciplinary Centre for Health and Society, UTSC

Nelson Wiseman, Director, Canadian Studies

Robert Wright, Dean, Faculty of Forestry

**Welcome**

The Chair welcomed members and guests to the meeting.

**1. Reviews of Academic Programs and Units**

**a) Follow-up Report from Previous Reviews**

Professor Nelson drew the Committee's attention to highlights from the follow-up reports from the Department of East Asian Studies and its programs, the Ethics, Society and Law

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Undergraduate Program, the Faculty of Forestry and its programs, the Ontario Institute  
Studies in Education and the Health Studies Undergraduate Programs.

**i. Department of East Asian Studies and its programs**

Professor Nelson reported that Dean David Cameron's response addressed a number of concerns related to the financial health of the Department and alternative approaches to pedagogy. A number of steps had been taken to address these concerns. These included a review of the Department's teaching capacity and resources to better meet student demand for language instruction, as well as securing additional funding to increase capacity. In addition, efforts had been made to diversify undergraduate course offerings that did not entail intensive language instruction, and limits had been placed on the number of students in language tutorials. Finally, a pilot web-based flipped classroom approach had been launched.

**ii. Ethics, Society and Law Undergraduate Program (ES&L)**

Professor Nelson reported that Dean Cameron's report responded to issues related to the long-term sustainability of the program, given its interdisciplinary nature and staffing mix, and its support for sessional instructors. The Dean's report indicated that a number of steps had been taken, including increased financial support from Trinity for the Program over the last two years. In addition, there were ongoing discussions with the Program Director and with Chairs of cognate units to address ES&L students' access to courses, and to explore avenues for further collaboration. Core courses in the Program would be taught by tenured faculty, while the Program would continue to draw upon the relevant professional expertise of sessional instructors to teach elective courses. Finally, an ES&L Council was being established to provide ongoing program oversight and facilitate communication.

In response to a question from a member, Dean Cameron explained that external reviewers were always briefed on the role of the Colleges in undergraduate programs, but that this model for supporting interdisciplinarity was unfamiliar to many outside the University. The Faculty was working closely with the Colleges to ensure that appropriate supports were in place for College-based programs, including the establishment of program councils.

**iii. Faculty of Forestry and its programs (Provostial Review)**

Professor Nelson noted that the joint response from Dean Robert Wright and Dean David Cameron addressed issues related to the undergraduate programs offerings, the nexus between the Faculty of Forestry and the Faculty of Arts and Science, and progress on faculty hires. The response was presented in the context of the ongoing consultation process about the Faculty of Forestry. The follow up report stated that restructuring discussions included the future relationship with the Faculty of Arts and Science regarding undergraduate teaching, enrolment and offerings. The report indicated that restructuring discussions might result in strengthened or expanded graduate course offerings, and opportunities to increase involvement of indigenous instructors and faculty. Finally, the report noted that decisions regarding long-term faculty appointments and fundraising initiatives would be informed by a strong, innovative plan that would arise out of the restructuring conversations.

**iv. Ontario Institute Studies in Education (Provostial Review)**

Professor Nelson advised that the response from Dean Glen Jones had addressed the implementation of OISE's academic plan, OISE's structural deficit, further development of the Master of Teaching program, and the reviewers' recommendations with respect to OISE's response to the Truth and Reconciliation Commission. The report indicated that OISE had engaged in a comprehensive and inclusive academic planning process resulting in a plan that was embraced by the OISE community, leveraged OISE's strengths, and would guide OISE's decision-making and major initiatives for the next five years. OISE would implement the priorities outlined in the academic plan in a fiscally responsible manner and the report outlined plans to address the structural deficit and support financial planning within the division. OISE was also engaging in a Master of Teaching (MT) Visioning process, and would implement an Indigenous Reconciliation process.

**v. Health Studies Undergraduate Programs (UTSC)**

Professor Nelson advised that the report from Dean Bill Gough addressed the planned restructuring of the Programs, including strengthening leadership within the academic unit, as well as plans for two degree options. An Interim Director had been appointed and a search for a Director would take place this year. In addition, UTSC had established the Interdisciplinary Centre for Health and Society (ICHS) as an EDU:B, effective July 1, 2017. Finally, the response placed the reviewers recommendations for curriculum change within the University's norms.

**2. Semi-Annual Report on the Reviews of Academic Units and Programs, April 2017-September 2017**

The Chair noted that since the last report to the Committee, the Office of the Vice-President and Provost had received ten reviews of units and/or programs: 1 Provostial Review commissioned by the Vice-President and Provost, and 9 Decanal Reviews commissioned by the Deans of their respective Divisions. All were 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.

The Chair reported that members had been broken into four reading Groups and that each Group had been assigned a set of reviews to consider. To guide their work, 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 ten reviews.

Professor Nelson reported that, of the ten reviews being brought forward, nine had been conducted under the University of Toronto Quality Assurance Process (UTQAP), while one was a provostial non-UTQAP review of the Faculty of Applied Science and Engineering. She also noted that one review, of the Department of Immunology and its programs, was being reviewed under the UTQAP for the second time.

Professor Nelson noted that, over all, the ten review reports identified both recurring and new themes: the excellent quality of the University's programs, the talent and high calibre of students, and the impressive body of scholarship produced by faculty. In addition, the reviews highlighted programs' innovative and creative curriculum, and ongoing efforts to build and renew curriculum.

Professor Nelson explained that, as always, the reviews noted areas for development, including encouragement to think more strategically about curriculum and the resources needed to better support research, experiential learning, and career opportunities for undergraduate students. Reviewers also noted that graduate student time to completion rates, while improving, required continued support.

### **Cognitive Science program**

The spokesperson for the Reading Group reported that the summary covered the full Review. The Group agreed that the Dean's administrative response was very strong and overall addressed the identified issues. However, the Group sought greater clarity on issues relating to the multi-disciplinary nature of the program as well as the need for more student-faculty interaction, especially around mentoring.

Dean David Cameron invited Professor Ana Perez-Leroux, Director of the Cognitive Science Program, to respond. Professor Perez-Leroux noted that the multi-disciplinary nature of the program was one of its strengths, and provided students with the opportunity to learn from instructors from four separate departments. With respect to student interaction and mentoring, Professor Perez-Leroux reported that there was a recent request for four additional joint faculty positions to increase the faculty complement. In addition, an experiential learning course had been launched with the aim of facilitating greater interaction between students and faculty. Professor Perez-Leroux added that the program viewed peer mentoring as a strength.

No follow up report was requested.

### **Equity Studies program**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response thoroughly addressed the identified issues. The spokesperson noted the outstanding quality of the review.

No follow-up report was requested.

### **Sexual Diversity Studies and its programs**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response overall addressed the identified issues and that the review was very positive. One concern the Reading Group raised related to the issue of low student-faculty interaction.

Dean Cameron invited Professor Brenda Cossman, Director of Sexual Diversity Studies, to address the concern that was raised. Professor Cossman noted that the faculty complement had been increased by 100%, which would increase student-faculty interaction significantly. She also observed that the program's NSSE scores were already higher than the U of T and Ontario averages. She reported on a number of initiatives to increase both curricular and co-curricular engagement opportunities, including a research colloquium, which would allow fourth-year students to present their research to graduate students. There was also ongoing support for the student union and the Sexual Diversity Studies Undergraduate Journal and ongoing community academic events.

No follow-up report was requested.

### **Canadian Studies**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response overall addressed the identified issues. The Group raised two questions, one relating to the way in which partnerships with OISE, UTM and UTSC were being strengthened, the other relating to monitoring various potential risks to enrolment and course content.

Dean Cameron invited Vice-Dean Poppy Lockwood and Professor Christina Kramer, Acting Vice-Principal, University College to respond. Vice-Dean Lockwood reported that the Dean's office would engage regularly with the College and Program Director to plan for appropriate resources and support stable enrolment. Professor Kramer noted that efforts to strengthen partnerships with OISE, UTM and UTSC were ongoing.

No follow-up report was requested.

### **Department of Immunology**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response overall addressed the

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Vice-Dean Allan Kaplan invited Professor Juan Carlos Zúñiga-Pflücker, the Director of the Department of Immunology to respond. Professor Zúñiga-Pflücker noted that the Department was monitoring all of the issues mentioned. He noted that the shadowing program, where undergraduate students shadowed faculty and graduate students in the laboratory, provided the opportunity for cohort building, as did the short videos which explained the various research activities being undertaken by faculty. The online course had been submitted for approval as a for-credit third year course, which would be offered in the summer semester. Finally, renovations were currently underway in the Medical Science Building to address space and technology concerns.

No follow-up report was requested.

### **Department of Statistical Sciences**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response overall addressed the identified concerns but had some questions related to the effects of program growth on class size and faculty workload. In addition, the Group asked whether there were strategies for attracting more international graduate students.

Dean Cameron invited Vice-Dean Lockwood to respond. Vice-Dean Lockwood noted that the rapid growth in the program was viewed positively and that there were plans to increase the faculty complement and add classroom space to meet this demand. With respect to attracting international students, Professor Lockwood noted that, while there were several reasons why increasing the number of international graduate students generally remained a challenge, strategies within this Department and beyond were being explored.

Professor Jamie Stafford, Chair of the Department, explained that there were various small group opportunities for students. He also reported that five new staff positions had been added in the last six months and that additional space had been allocated for students, including a ten-fold increase in the space footprint for undergraduates in the Learning Centre.

No follow-up report was requested.

### **Faculty of Applied Science and Engineering**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response overall addressed the identified concerns but wanted clarification with respect to three issues: faculty parental leave, faculty workload, and collaboration on the business minor program. They also wanted to hear more about the strategies used so successfully to increase gender diversity within the Faculty, and which could inform efforts in other divisions.

Dean Cristina Amon replied to the issues. She confirmed that faculty were aware of the parental leave policy, that measures were in place to ensure that new faculty and new administrators were made aware of the policy upon appointment, and that this policy was applied consistently throughout the Faculty. Turning to faculty workload, Dean Amon noted that the Review Report stated that workload seemed in line with loads at other public universities. Regarding collaboration on the business minor, Dean Amon noted that there were existing collaborations on a number of initiatives with several Faculties, including the Faculty of Music, the Faculty of Medicine and the Rotman School of Management, including on the curriculum and teaching of the business minor. Finally, Dean Amon described the successful strategies the Faculty had used to date to increase gender diversity, as well as plans to support outreach to black and indigenous communities to further increase student, faculty and staff diversity in the Faculty.

No follow-up report was requested.

### **Department of Chemical & Physical Sciences**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response addressed many of the identified concerns but wanted clarification with respect to two issues: the steps that would be put in place to facilitate decision-making regarding the sustainability of the Astronomy program and the planned in-house teaching assistant training program.

Vice-Dean Heather Miller and Professor Claudiu Gradinaru, Chair of the Department of Chemical & Physical Sciences noted that several options were being considered with respect to the Astronomy program, including folding it into either the Physics or Planetary Science programs. With respect to the training of TA's, Professor Gradinaru noted that the general training TA's receive through the TATP would be supplemented with training specifically tailored to the Department of Chemical and Physical Sciences.

A follow-up report was requested in one year to report on the progress made in considering the sustainability of Astronomy within the Department.

### **Department of Management, UTM**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response addressed the identified concerns and praised the response for being clear and concise. The group asked how the budget plan would be affected if the existing funding model was maintained.

Vice-Dean Miller responded that a working group had been developed to examine the budget and future hiring within the Department, and that they expected changes to result from this work, following an initial review of the data. Professor Mihkel Tomback, Chair of the Department of Management, noted that the Department wanted the University's budget model or something similar to be applied at the department level at UTM.

No follow-up report was requested.

### **Department of Historical Studies**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response addressed many of the identified concerns, but the issue of staff morale in the Department required further discussion.

Vice-Dean Miller and Professor Ajay Rao, from the Department of Religious Studies and the Department of Historical Studies, noted that the review had provided a welcome opportunity for introspection and engagement. They reported that low staff morale resulted from a perceived lack of faculty engagement after the amalgamation of the Department and that several initiatives, including a planned retreat, were being undertaken in an effort to address staff morale and related issues.

The Committee requested a follow-up report in one year to address the issue of staff morale.

The Chair thanked all of the Reading Groups for their insightful feedback and commitment to the review process. He also extended a special thanks to Dr. Daniella Mallinick, Ms. Cora McCloy, and Ms. Janice Spencer for their hard work in compiling the review materials.

### **3. Revised Divisional Teaching Evaluation Guidelines**

Professor Nelson advised that revisions were being made to all divisional teaching guidelines to bring them into line with recent changes to policy, including changes to the Policy and Procedures on Academic Appointments [PPAA] and the approval of the new Policy and Procedures Governing Promotion in the Teaching Stream [PPPTS] as a result of the Special Joint Advisory Committee process. These included:

- The introduction of new professorial rank for the teaching stream.
- Introduction of mandatory probationary review for teaching stream faculty.
- Changes to Continuing status review for teaching stream faculty
  - Change in terminology where teaching stream faculty now come forward for “continuing status review” rather than “promotion”.
  - New language clarifying the criteria for “continuing status” including new language clarifying the scope of what is included under “scholarship”.
  - The addition of the requirement that the continuing status dossier must include “Written specialist assessments of the candidate's teaching and pedagogical/professional activities .... from outside the University”.

- New provisions to include the promotion of Teaching stream faculty as provided for under the *Policy and Procedures Governing Promotion in the Teaching Stream*.

Professor Nelson noted that the process in each Faculty/Division resulting in the drafting and local approval of these revised guidelines had been highly consultative.

**a) Faculty of Music**

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the revised “Guidelines for the Assessment of Teaching” brought forward from the Faculty of Music as outlined in the memorandum from Professor Sioban Nelson, dated October 10, 2017, be approved effective immediately.

**b) Joseph L. Rotman School of Management**

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the revised “Guidelines for the Assessment of Effectiveness of Teaching in Promotion, Tenure, and Continuing Status Decisions” brought forward from the Rotman School of Management as outlined in the memorandum from Professor Sioban Nelson, dated October 10, 2017, be approved effective immediately.

**c) Leslie Dan Faculty of Pharmacy**

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the revised “Guideline for the Assessment of Effectiveness in Teaching in Promotion, Continuing Status and Tenure Decisions” brought forward from the Leslie Dan, Faculty of Pharmacy as outlined in the memorandum from Professor Sioban Nelson, dated October 10, 2017, be approved effective immediately.

**d) Ontario Institute for Studies in Education**

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the revised “Divisional Teaching Evaluation Guidelines” brought forward from the Ontario Institute for Studies in Education [OISE] as outlined in the memorandum from Professor Sioban Nelson, dated October 10, 2017, be approved effective immediately.

**e) University of Toronto Mississauga**

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the revised “University of Toronto Mississauga Guidelines for the Evaluation of Teaching” brought forward from the University of Toronto Mississauga as outlined in the memorandum from Professor Sioban Nelson, dated October 10, 2017, be approved effective immediately.

**4. Quality Council Audit Report**

Professor Nelson delivered a presentation on the Report, which highlighted the following main points:

- The Ontario Universities Council on Quality Assurance (Quality Council) had conducted both a desk audit and site visit to examine program processes within the University to gauge whether the University’s practices conformed with the University of Toronto Quality Assurance Process (UTQAP)
- The results of the audit were very positive and praised the University’s engagement with the UTQAP processes. This included specific commendations about AP&P’s engagement with the reviews.
- There were 11 recommendations from the Report, many of which dealt with suggested updates to the UTQAP or to process templates, often to formalize existing processes.
- Some of the recommendations would require further consultation to implement. Two of the recommendations would have specific impacts on AP&P, in particular the material received by the Reading Groups as part of their role in the reviews of academic programs and units.

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- Feedback from members was encouraged as part of the consultation process and the changes would come back to AP&P for information at the next meeting. Members were encouraged to provide feedback to the Office of the Vice-Provost, Academic Programs and Vice-Provost, Faculty & Academic Life, in advance of the next AP&P meeting in January, 2018.

The Chair thanked Professor Nelson for her presentation.

### **CONSENT AGENDA**

On motion duly moved, seconded and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and items approved

### **5. Report of the Previous Meeting**

Report number 186, from the meeting of September 18, 2017, was approved.

### **6. Business Arising from the Report of the Previous Meeting**

There was no business arising from the report of the Previous Meeting.

### **7. Date of Next Meeting:**

Members were reminded that the next meeting was scheduled for January 11, 2018 at 4:10 p.m.

### **8. Reports of the Administrative Assessors**

There were no reports from the Administrative Assessors

### **9. Other Business**

There were no items of other business.

The meeting adjourned at 6:10 p.m.

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Secretary

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Chair

November 3, 2017