



**FOR
RECOMMENDATION**

CONFIDENTIAL

IN CAMERA SESSION

TO: Executive Committee

SPONSOR: Sioban Nelson, Vice-Provost, Academic Programs
CONTACT INFO: (416) 978-2122, vp.academicprograms@utoronto.ca

PRESENTER: See above
CONTACT INFO:

DATE: April 15 for May 11, 2015

AGENDA ITEM: 9 (a.)(i.)

ITEM IDENTIFICATION:

Semi-Annual Report on the Reviews of Academic Units and Programs,
October 2014 – March 2015

JURISDICTIONAL INFORMATION:

“The Committee...has general responsibility...for monitoring, the quality of education and the research activities of the University. In fulfilling this responsibility, the Committee works to ensure the excellent quality of academic programs by...monitoring reviews of existing programs....The Committee receives annual reports or such more frequent regular reports as it may determine, on matters within its purview, including reports on the ...[r]eviews of academic units and programs.” (*Committee on Academic Policy and Programs (AP&P) Terms of Reference, Sections 3, 4.9*)

Within the *Accountability Framework for Cyclical Review of Academic Programs and Units*, the role of the AP&P is to undertake “a comprehensive overview of review results and administrative responses.” The AP&P “receive[s] semi-annual program review reports including summaries of all reviews, identifying key issues and administrative responses,” which are discussed at a “dedicated program review meeting with relevant academic leadership.” (*Policy for Approval and Review of Academic Programs and Units*). The AP&P’s role is to ensure that the reviews are conducted in line with the University’s policy and guidelines; to ensure that the Office of the Vice-President and Provost has managed the review process appropriately; to ensure that all issues relative to the quality of academic programs have been addressed or that

there is a plan to address them; and to make recommendations concerning the need for a follow up report.

The compendium of review summaries is forwarded, together with the record of the Committee's discussion, to the Agenda Committee of the Academic Board, which determines whether there are any issues warranting discussion at the Board level. The same documentation is sent to the Executive Committee and the Governing Council for information.

GOVERNANCE PATH:

1. Committee on Academic Policy and Programs [for information] (March 31, 2015)
2. Agenda Committee [for information] (April 14, 2015)
3. Academic Board [for information] (April 23, 2015)
- 4. Executive Committee [for information] (May 11, 2015)**
5. Governing Council [for information] (May 20, 2015)

PREVIOUS ACTION TAKEN:

Governing Council approved the *Policy for Approval and Review of Academic Programs and Units* in 2010. The *Policy* outlines University-wide principles for the approval of proposed new academic programs and review of existing programs and units. Its purpose is to align the University's quality assurance processes with the Province's Quality Assurance Framework through establishing the authority of the University of Toronto's Quality Assurance Process (UTQAP).

The Semi-Annual Report on the Reviews of Academic Units and Programs (April – September, 2014) was previously submitted to the Committee on Academic Policy and Programs on October 28, 2014.

HIGHLIGHTS:

External reviews of academic programs and units are important mechanisms of accountability for the University and a vital part of the academic planning process. Academic reviews are critical to ensuring the quality of our programs through vigorous and consistent processes that assess the quality of new and existing programs and units against our international peers.

Summaries of the external review reports and the complete decanal responses of three external reviews of units and/or academic programs are being submitted to the AP&P for information and discussion. Of these, one was commissioned by the Vice-President and Provost and two were commissioned by the Dean of the Faculty of Arts and Science. The signed administrative responses from each Dean highlight action plans in response to reviewer recommendations.

Overall, the themes raised in these reviews echoed those in previous compendia: the excellent quality of our programs, the talent and high calibre of our students, the impressive body of scholarship produced by our faculty, and the strong morale within the programs. In addition, this set of reviews highlighted the community engagement and public outreach undertaken by faculty and staff.

As always, the reviews noted areas for development such as the importance of considering future program development when undertaking faculty complement planning and the allocation of resources in support of programs. The reviews made important recommendations on how these matters could be improved. The administrative responses from the Deans address these issues and others.

Additional reviews of programs are conducted by organizations external to the University. Reviews of academic programs by external bodies form part of collegial self-regulatory systems to ensure that mutually agreed-upon threshold standards of quality are maintained in new and existing programs. A summary listing of these reviews is presented in the Appendix.

FINANCIAL IMPLICATIONS:

Not applicable.

RECOMMENDATION:

This item is for information and feedback.

DOCUMENTATION PROVIDED:

Compendium of Reviews of Academic Programs and Units, October 2014 – March 2015



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Executive Committee

SPONSOR: Sioban Nelson, Vice Provost, Academic Programs
CONTACT INFO: (416) 978-2122, vpademicprograms@utoronto.ca

PRESENTER: See above
CONTACT INFO:

DATE: April 15 for May 11, 2015

AGENDA ITEM: 9(a.)(ii.)

ITEM IDENTIFICATION:

Follow-up Reports on Reviews:

- a) Department of Biochemistry and its graduate programs (Faculty of Medicine)
- b) Department of Psychology and its undergraduate programs (Faculty of Arts & Science)
- c) John H. Daniels Faculty of Architecture, Landscape, and Design and its undergraduate and graduate programs
- d) Leslie Dan Faculty of Pharmacy and its undergraduate and graduate programs
- e) University of Toronto Scarborough joint programs with Centennial College: Specialist in Journalism, Major in New Media Studies, and Specialist in Paramedicine

JURISDICTIONAL INFORMATION:

The Committee on Academic Policy and Programs (AP&P) is the point of entry into governance for reports, summaries and administrative responses on the results of reviews of academic programs and units commissioned by academic administrators. The role of the Committee is to ensure that the reviews are conducted in accordance with University policy and guidelines, that an appropriate process has been followed, that adequate documentation is provided and consultations undertaken, and that issues identified in the review are addressed by the administration. Under the University of Toronto Quality Assurance Process, the AP&P may request a one-year follow-up report when concerns are raised in an external review that require a longer period of response.

This report is forwarded, together with the record of the Committee's discussion, to the Agenda Committee of the Academic Board, which determines whether there are any issues of general academic significance warranting discussion at the Board level. The same documentation is also sent to the Executive Committee and Governing Council for information.

GOVERNANCE PATH:

1. Committee on Academic Policy and Programs (March 31, 2015)
2. Agenda Committee of the Academic Board (April 14, 2015)
3. Academic Board (April 23, 2015)
- 4. Executive Committee of the Governing Council (May 11, 2015)**
5. Governing Council (May 20, 2015)

PREVIOUS ACTION TAKEN:

At its meeting on April 16, 2013, the AP&P considered the February, 2012 review of the Faculty of Medicine's Department of Biochemistry and its graduate programs, along with the decanal response. Following discussion, the AP&P asked for a two-year follow-up report regarding time-to-completion for the M.Sc. and Ph.D. programs, budget modelling, and strategic planning. At that meeting, the AP&P also discussed the May, 2012 review of the Faculty of Arts & Science's Department of Psychology and its undergraduate programs, together with the decanal response. The AP&P requested that the Dean provide a two-year follow-up report about progress in managing over-enrolment in the programs through increased complement and decreased numbers of students enrolled in the major and specialist programs.

On April 1, 2014, the AP&P considered the November 2013 review of the John H. Daniels Faculty of Architecture, Landscape, and Design (DFALD) and its undergraduate and graduate programs, together with the accompanying decanal response. The AP&P requested a one-year follow-up report on the progress of the DFALD's reorganization and the cultivation of new faculty leadership. The AP&P also discussed the November 2013 review of the Leslie Dan Faculty of Pharmacy and decanal response and asked for a follow-up report on the reorganization of the Faculty's administrative structure. As well, the AP&P reviewed the May 2013 review of three programs offered jointly with Centennial College - the Specialist in Journalism, the Specialist in Paramedicine, and the Major in New Media Studies – and asked for a follow-up report on the programs' learning outcomes. An update on the integration of the UTSC and Centennial College teaching schedules was also requested for the New Media Studies program.

HIGHLIGHTS:

a) Department of Biochemistry and its graduate programs (Faculty of Medicine)

One of the responsibilities of the Department of Biochemistry's Associate Chair, Graduate Education, is to enhance the Department's graduate recruitment and training. As well, the Associate Chair will work to facilitate Departmental goals of reducing time-to-completion by approximately three to six months at the doctoral level and to limit that of master's students to 24-26 months.

The Department has outlined a strategic vision and identified several significant initiatives in order to generate new revenue. These include ongoing promotion and expansion of the Department's online courses, development of a proposal for a undergraduate/graduate professional biochemistry program, and working on several high profile awards. As well, as of

July 1, 2015, a new Associate Chair for Research and Collaborations will be in place, advising faculty on funding opportunities and facilitating preparation of grant proposals. In order to strengthen the faculty complement, the Department plans to recruit two new faculty members who will participate in the development and execution of the planned undergraduate/graduate professional biochemistry program.

b) Department of Psychology and its undergraduate programs (Faculty of Arts & Science)

The Department of Psychology has consulted with the Dean's Office to address the over-enrolment in its programs through the increase in faculty complement. Since the review, the Department's complement has been increased through six faculty appointments, which have contributed to reduced enrolment pressures.

c) John H. Daniels Faculty of Architecture, Landscape, and Design and its undergraduate and graduate programs

The DFALD has implemented a number of administrative and staff changes since its external review in order to ensure that the needs of the expanding DFALD are well met, while cultivating a new generation of leadership among its faculty and staff. A new team has been built to support the work of the Office of the Registrar and Student Services. Changes to the organizational structure of the Dean's office have been made to aid in better serving the DFALD's academic mission. As well, a new Chief Administrative Officer (CAO) has just been appointed, who is well-positioned to see the DFALD through its next period of growth and relocation to One Spadina Avenue.

Through growth within the DFALD and recent promotions of several faculty with tenure, a new cohort of faculty have been brought into key leadership roles, and new staff positions are being created to support them. Faculty have been appointed to chair key committees as a means of preparing them to assume further leadership roles in the future, and a mentorship process for tenure-stream faculty has been developed.

d) Leslie Dan Faculty of Pharmacy and its undergraduate and graduate programs

Following completion of the Leslie Dan Faculty of Pharmacy's self study, the Faculty began to implement key administrative changes which were subsequently endorsed at a Faculty retreat in November 2014. A fully revised academic leadership structure is currently undergoing approval processes and is expected to be in place shortly. It proposes an Associate Dean for Research, an Associate Dean for Education, and a Graduate Program Director. In support of those portfolios, a new position for a Director of the PharmD Program has been created, with plans for it to be filled by July 2015. Another important change being made within the academic leadership structure is the discontinuation of the Division structure and review of the graduate program with a proposal to establish four graduate fields based on common faculty research themes.

Lastly, major changes among the Faculty's administrative staff have been undertaken, with the hiring of a new CAO, the creation of a new Director for the Office of Experiential Education position, and the examination of finance operations with the upcoming retirement of the

Financial Director. This administrative review and revitalization will continue over the next 12-18 months.

e) *University of Toronto Scarborough joint programs with Centennial College: Specialist in Journalism, Major in New Media Studies, and Specialist in Paramedicine*

In working to develop specific learning outcomes for the Specialist in Journalism, Major in New Media Studies, and Specialist in Paramedicine, UTSC representatives collaborated with colleagues at Centennial College to develop a mission statement and program objectives for each program. Together with the learning outcomes, these are detailed in the accompanying follow-up report. In order to address the matter of better integration of the Major in New Media Studies teaching schedule, changes to the sequencing of program components have been introduced. Beginning in 2015-16, students will spend much of year two at Centennial College to complete most of their New Media Studies program requirements.

FINANCIAL IMPLICATIONS:

Not applicable.

RECOMMENDATION:

For Information.

DOCUMENTATION PROVIDED:

- Department of Biochemistry (Faculty of Medicine) Follow-up Letter from Dean L. Trevor Young, March 16, 2015
- Department of Psychology (Faculty of Arts & Science) Follow-up Letter from Dean David Cameron, March 18, 2015
- John H. Daniels Faculty of Architecture, Landscape, and Design Follow-up Letter from Dean Richard Sommer, February 25, 2015
- Leslie Dan Faculty of Pharmacy Follow-up Letter from Dean Heather Boon, February 24, 2015
- University of Toronto Scarborough Follow-up Letter from Dean Rick Halpern, February 24, 2015