

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 13 OF THE ACADEMIC AFFAIRS COMMITTEE**

SEPTEMBER 17, 2015

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on September 17, 2015 at 3:15 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Professor Judith Poë, Chair
Professor Angela Lange, Vice-Chair
Professor Meric Gertler, President
Professor Ulli Krull, Acting Vice-President &
Principal
Professor Amy Mullin, Vice-Principal Academic
and Dean
Professor Bryan Stewart, Vice-Principal,
Research
Dr. Kelly Akers
Ms Nour Alideeb
Ms Sarah Amjad
Professor Gordon Anderson
Professor Lee Bailey
Professor Ron Buliung
Professor Tracey Bowen
Ms Diane Crocker, Registrar
Professor Charles Elkabas
Ms Jessica Eylon
Professor Norm Farb
Ms Elaine Goettler
Dr. Sanja Hinic-Frlg
Professor Nathan Innocente
Ms Vanessa Kattar
Mr. Amir Moazzami
Professor Kent Moore
Professor Emmanuel Nikiema
Professor Andrea Olive
Ms Stacey Paiva
Dr. Christoph Richter
Ms Laura Sedra
Professor Joan Simalchik

Professor Alison Syme
Professor Holger Syme
Professor Sergio Tenenbaum
Mr. Glenn Thompson
Professor Alan Walks
Mr. Ian Whyte
Professor Anthony Wensley
Dr. Daniel Zingaro

Non-Voting Assessors:

Mr. Mark Overton, Dean of Student Affairs

Regrets:

Professor Ron Buliung
Professor Claudiu Gradinaru
Professor Stuart Kamenetsky
Professor Bernard Katz
Professor Yael Karshon
Professor Anna Korteweg
Mr. Sheldon Leiba
Ms Alice Li
Mr. Leonard Lyn
Professor Heather Miller
Mr. Ryan Persaud
Professor Brian Price
Professor Mihkel Tombak
Professor Rebecca Wittman
Professor Xiaodong Zhu

In Attendance:

Ms Elisha Hasan, Medium

Secretariat:

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

1. Orientation

The Chair and Ms Cindy Ferencz-Hammond, Director of Governance, UTM and Assistant Secretary of the Governing Council gave an Orientation presentation¹, and members were directed to Orientation Resources available at <http://uoft.me/OrientationUTM201516>.

The Chair explained that the Committee would oversee academic matters affecting the teaching, learning and research functions of the Campus. She also advised on the role of the Secretariat and provided an overview of the agenda planning process. Ms Ferencz-Hammond discussed the use and value of cover sheets and the governance portal, Diligent Boardbooks.

The Chair invited Professor Amy Mullin, Vice-Principal Academic and Dean and Professor Bryan Stewart, Vice-Principal, Research to present an overview of the Campus and their respective roles as administrative assessors. The presentation outlined senior administrative structures at UTM and assessor priorities for the 2015-16 academic year².

2. Chair's Remarks

The Chair welcomed members to the first meeting of the Academic Affairs Committee for the 2015-16 academic year. She introduced Professor Angela Lange, Vice-Chair of the Committee; Professor Ulli Krull, Acting Vice-President and Principal; and the Committee's voting assessors, Professor Amy Mullin, Vice-Principal Academic & Dean and Professor Bryan Stewart, Vice-Principal, Research. The Committee's non-voting assessors were also introduced: Ms. Yen Du, Program and Curriculum Officer and Mr. Mark Overton, Dean of Student Affairs.

3. University of Toronto Presence in Brampton – Professor Ulrich Krull, Acting Vice-President and Principal

The Chair invited Professor Ulli Krull, Acting Vice-President & Principal, to speak to members regarding the recent announcement of exploring the possible presence of UTM in Brampton. Professor Krull reminded members that the Ministry of Training, Colleges and Universities (MCTU) had announced a Major Capacity Expansion Policy Framework in 2013, which had been awarded in May, 2015 to York University and Seneca College in Markham. The MCTU had also announced at that time that a second round of funding would occur that was focused on the Peel and Halton Regions. Professor Krull stated that the City of Brampton created a Blue Ribbon Panel, commissioned to begin discussions with post-secondary institutions. UTM senior administration was invited to speak to this panel, however no proposal was put forward by UTM. Professor Krull advised members that currently UTM and the City of Brampton were exploring the idea and would only proceed should there be a synergistic relationship between the two partners. He also added that in the event a proposal was invited to come forward, it would involve extensive consultation within the UTM community.

In response to a member's question, Professor Krull stated that UTM did not envision a separate division, or a University of Toronto Brampton (UTB) campus, rather an extension of UTM or UofT as a whole. A member then asked if the presence in Brampton would be specific to certain departments. Professor Krull

¹ A copy of the Orientation Presentation is attached as Attachment A.

² A copy of the Assessor Presentation is attached as Attachment B.

responded that in the event a proposal was to be put together, this as well as industry partnerships local to Brampton, would be explored through broad consultation.

4. Three Priorities: An Update - Presentation by Professor Meric Gertler, President

The Chair invited Professor Meric Gertler, President, University of Toronto to present an update on discussions surrounding his three priorities. The presentation included the following key points³:

- Professor Gertler reminded members the Three Priorities included: leveraging our urban locations more fully, strengthening and deepening key international partnerships and to re-imagine undergraduate education;
- The Three Priorities were in line with goals set out in *Towards 2030*, which were to enhance UofT's standing as a leader in research-intensive undergraduate education, as well as graduate education and as a globally ranked research powerhouse;
- Dr. Shauna Brail, Presidential Advisor on Urban Engagement, and Mr. John Brodhead, Special Advisor to the President, Urban Issues have been appointed as advisors on urban engagement and urban issues in order to build stronger linkages to the communities around us, while at the same time enhancing the connections within the university;
- A new academic advisory committee on international initiatives was spearheaded by Professor Janice Stein, Senior Presidential Advisor on International Initiatives and was tasked to develop the institution's international strategy with divisional leaders as well as to consider different models for implementation of this strategy;
- Professor Gertler spoke on the re-imagining of undergraduate education at a research-intensive university, the exploration of new pedagogical technologies and the rejuvenation of the liberal education model;
- The appointments of Professor Susan McCahan as Vice-Provost, Innovations in Undergraduate Education and Professor Vivek Goel as Vice-President, Research and Innovation were to play a leading role in the university's mission to develop innovative and new approaches to undergraduate education;
- Professor Gertler noted that the Three Priority areas were mutually reinforcing and that the response from the community thus far had been very positive.

In response to a member's inquiry regarding UofT's response to the refugee crises occurring globally, Professor Gertler noted that his office had released a statement, which outlined several ways in which the University of Toronto community could become involved. Namely, he referred to the *UofT Scholars at Risk* program, which had expanded to create a \$1 million fund supporting 100 bursaries of \$10,000 each, to which UofT was committing \$500,000, and matching donations of any size from students, faculty, staff, alumni and supporters. Professor Gertler also informed members that individuals who were interested in sponsoring refugee families in Canada were able to support *Lifeline Syria*, an initiative that was spearheaded by Ryerson University, partnering with the University of Toronto, Ontario College of Art and Design University (OCADU) University and York University.

5. Calendar of Business, 2015-16

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

The Chair referred members to the Calendar of Business, and advised that the document would be updated on the Office of the Campus Council website every Friday; she encouraged members to review the Calendar on a regular basis.

6. Other Business

There was no other business brought forward.

7. Assessors' Report

Professor Mullin discussed the UTM Self Study and informed members of opportunities for consultation with the external reviewers. She also noted items which would come forward for the next governance cycle that included minor undergrad curriculum changes, a language citation, and a proposal to waive the GMAT requirement for prospective MMPA students.

Professor Mullin also discussed the change in teaching designation that was approved by the Governing Council in June, 2015. She remarked on the positive development and also informed members that the promotion process was currently being developed.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 8 - Report of the Previous Meeting, be approved.

8. Report of the Previous Meeting: Report 12 – April 30, 2015

9. Business Arising from the Report of the Previous Meeting

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

10. Date of the Next Meeting – November 18, 2015 at 4:10 p.m.

The meeting adjourned at 5:18 p.m.

Secretary
September 24, 2015

Chair

University of Toronto Mississauga Academic Affairs Committee

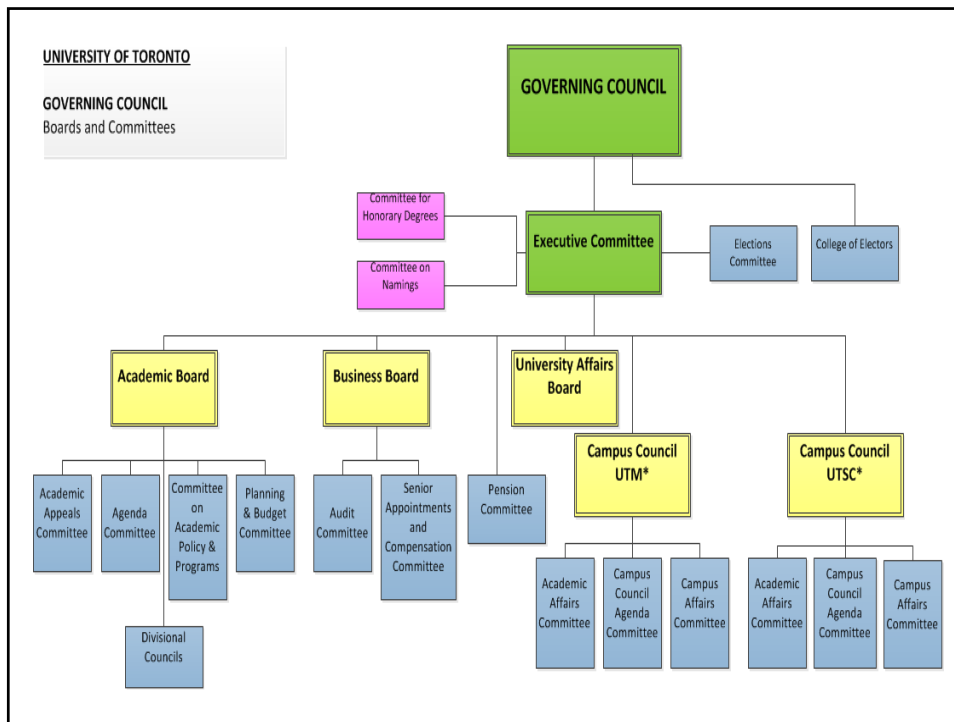
September 17, 2015
Orientation



What are the Terms of Reference of the AAC?

- Consider all matters that affect the teaching, learning and research functions of the Campus.
- Monitor, review and make recommendations concerning divisional academic policies.
- Receive reports from administrators.





What is the Committee's Role in Relation to Other Governing Bodies?

- The Committee is an entry point to governance.
- Most items can be approved by the AAC; some must be forwarded to AP&P, Academic Board or Governing Council for approval.
- Other bodies to which recommendations are made expect this body to have engaged in the fullest and most detailed discussion and debate before items move on.

Who are the AAC Members ?

- 63 members
 - 2 administrative staff
 - 3 community members
 - 2 librarians
 - 35 teaching staff
 - 9 students
 - 10 *ex officio* members
 - 2 Presidential Assessors (voting)



Who are the Assessors?

- Voting Assessors
 - Vice-Principal Academic & Dean, Amy Mullin
 - Vice-Principal Research, Bryan Stewart
- Non-voting Assessors
 - Vice-Principal Special Initiatives, Ulrich Krull
 - Dean of Student Affairs, Mark Overton
 - Program and Curriculum Officer, Yen Du



What is the Role of the Assessors ?

- Bring forward proposals from the administration for consideration
- Provide reports for information.
- Introduce items before discussion and vote
- Roles of the assessors to this committee reflect their administrative terms of reference



What are the Responsibilities of AAC Members ?

- Reflect the perspectives of their estate, as appropriate
- Members act in the best interests of the institution as a whole
- Refer to “Expectations and Attributes of Governors & Key Principles of Ethical Conduct” in the quick reference guide



Committee Members: Tips for Effective Participation

Informed participation → review materials in advance
(attention to cover sheets)

- **Adding value**
 - Provide feedback/advice to assessors in preliminary stages of a proposal
 - Make suggestions for improvements to presentations for subsequent bodies in the governance process
 - Ask questions (if answers will require preparation it is best practice to alert assessors in advance so that they can be prepared)
 - Ask about consultation process
 - The importance of Items for information



Calendar of Business: What business will be brought to AAC this year?

- Developed annually for all Governing Council bodies
- An overview of all anticipated business to be transacted in the year
- New items are added (updated every Friday) as they arise from the administration



How is the Agenda Set?

- Agenda planning is the “hand-off” from the administration to governance.
- Agenda planning group includes the Chair, Vice-Chair, the assessors and others as deemed appropriate by the Chair.
- The guiding principle is that the agenda is set by the Chair after receiving advice from the agenda planning group.



What is the Structure of the Agenda ?

1. Reports and Presentations
2. Items for Approval
3. Assessor’s Report (standing item for each meeting)
4. Consent Agenda (routine/transactional items)
5. Other Business
6. In Camera Session



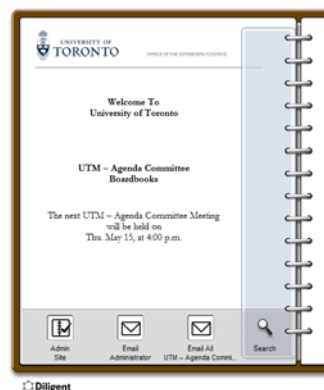
What is the Consent Agenda ?

- Items for which it is anticipated that there will be little or no discussion or debate because they are more routine or transactional are put on the Consent Agenda.
- Any member may request to have an item removed from the Consent Agenda and placed on the regular Agenda by contacting the secretary in advance of the meeting.




How Does One Access Meeting Documents ? The Governance Portal: Diligent Boardbooks

- Only tool used to distribute confidential meeting documentation to members, and therefore the expectation is that all members make use of it
- Password protected
- Instructions for setup: <http://uoft.me/DBBInstructions>
- User Name: "firstname lastname" and the temporary Password is "July2014".



Cover Sheets

- 1 General
- 2 Header Information
- 3 Sponsor & Presenter
- 4 Jurisdictional Information
- 5 Previous Action Taken
- 6 Highlights
- 7 Recommendation

FOR RECOMMENDATION	CONFIDENTIAL	CLOSED SESSION
 UNIVERSITY OF TORONTO OFFICE OF THE GOVERNING COUNCIL		
TO: Name of Governance Body		
SPONSOR: Name, Position, Division/Department/Unit		
CONTACT INFO: Phone Number, Email Address		
PRESENTER: Name, Position, Division/Department/Unit		
CONTACT INFO: Phone Number, Email Address		
DATE: Date Prepared for Date of Meeting		
AGENDA ITEM: Item Number		
ITEM IDENTIFICATION: The full name of item as listed on the agenda appears here.		
JURISDICTIONAL INFORMATION: Jurisdictional information related to the item and the Governance Body's role is specified here.		
GOVERNANCE PATH: 1. Entry Point Governance Body (Date of Meeting) 2. This Governance Body (Date of Meeting) 3. Next Governance Body (Date of Meeting) + Governance Body (Date of Meeting) + Governance Body (For Information) (Date of Meeting) 4. Final Governance Body (Date of Meeting)		
PREVIOUS ACTION TAKEN: Previous action taken is delineated here.		
HIGHLIGHTS: In respect of the Body's terms of reference, the highlights of the proposal are summarized here.		
FINANCIAL IMPLICATIONS: The financial implications of the proposal are outlined in this section.		
RECOMMENDATION: Be It Recommended to the Next Governance Body: THAT the action be taken, to be effective on the date specified.		
DOCUMENTATION PROVIDED: First Document Name Second Document Name		

Conduct of Meetings

- Modified version of Bourinot's Rules of Order which are included in the Governing Council's By-Law Number 2.
 - Meetings are normally open.
 - Members may speak once in a debate for up to 5 minutes to allow for wide participation
 - Only members and voting assessors may participate in debate and vote.
 - Non-members who wish to speak must request to do so in advance of the meeting.

Proposals may be

- Approved (occasionally clarified or amended)
- Rejected
- Referred back to the administration **with advice.**
- Withdrawn by the administration.



How is all of this accomplished ?

- Facilitate governance process with neutrality
- Act as expert resource to members and administration
- Ensure that documentation and Cover Sheets are complete
- Maintain the Calendar of Business
- Support the Chair and the Committee
 - UTM Director of Governance – Cindy Ferencz-Hammond
 - UTM Committee Secretary – Mariam Ali



Role of Governance vs. Administration

- Administration manages the University, issues reports and proposals.
- Governance is the receiver of proposals and reports from the administration.
- Primary Functions of Governance – Oversight, Advice, Approval (or rejection)
- Together the functions of governance and administration are sustaining and advancing the University's purpose, strength and well-being.



Member Resources

- <http://uoft.me/OrientationUTM201516>
- Quick access to frequently used member resources (membership lists, assessors, COB, schedules, TOR, portal)



UNIVERSITY OF TORONTO MISSISSAUGA

Campus Snapshot

Academic Affairs Committee

September 17, 2015



FACTS & FIGURES

- 15 Distinct Academic Departments
 - Institute of Communication, Culture, Information and Technology
 - Institute for Management & Innovation
 - Mississauga Academy of Medicine

147 PROGRAMS AND 90 AREAS OF STUDY

- Over 14000 students (undergraduate + graduate) (top 1/3rd of Canadian universities)
- Over 2300 full-time & part-time employees, including 915 permanent faculty & staff

OVER 49000 ALUMNI

U of T is ranked first in Canada for its research - UTM is a part of that success

2



RESEARCH AT UTM

\$200,000 A WEEK IN RESEARCH

600 RESEARCH PROJECTS

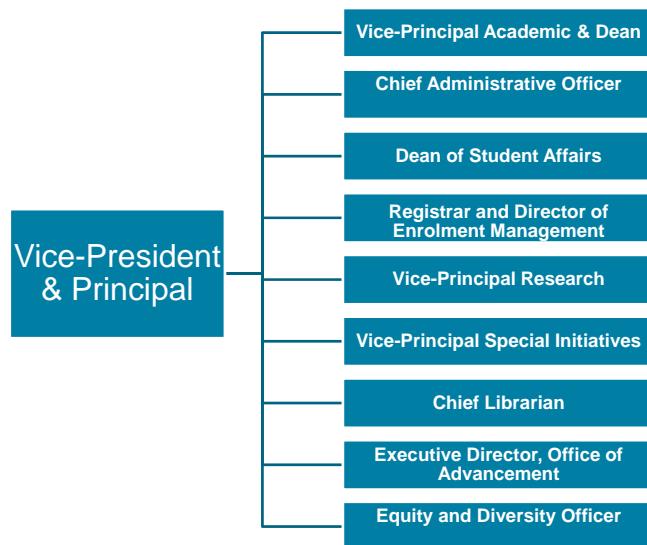
\$10 MILLION IN EXTERNAL GRANTS

3



3

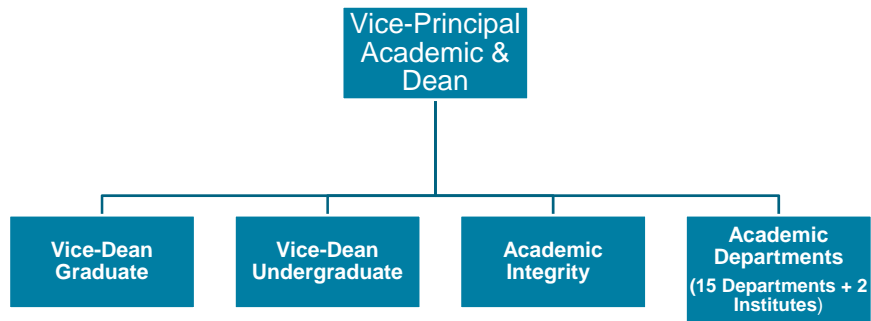
SENIOR ADMINISTRATIVE STRUCTURE



4



ADMINISTRATIVE STRUCTURE: OFFICE OF THE DEAN



5



OFFICE OF THE DEAN FOCUS FOR 2015/16

- Search for Vice-Principal, Academic & Dean underway
- UTM undergoing External Review

6



ACADEMIC PLAN & VISION

UTM Academic Plan developed consultatively and approved in the fall of 2012

Information about the plan and the complete text is available at:
<http://www.utm.utoronto.ca/academic-planning/home>

Overall goal – maintaining and improving quality of teaching and research, vigilant review of existing programs, development of new courses and programs to meet student interest and community needs, investment in new faculty to enhance teaching and research.

Three Priorities: An Update & Discussion

University of Toronto Mississauga
Academic Affairs Committee

September 17, 2015



Installation Address: Three priorities

1. Leverage our urban location – or *locations* – more fully
2. Strengthen and deepen key international partnerships
3. Re-imagine and re-invent undergraduate education



Three Priorities: context, purpose

- *Towards 2030, View from 2012*
- Three priorities: a means to achieving the goals set out in *Towards 2030*
 - Enhancing our standing as:
 - a leader in research-intensive undergraduate education
 - a leader in graduate education
 - a globally ranked research powerhouse



Leveraging our Location(s)

Taking better advantage of our location in one of the world's most vibrant, culturally diverse and economically dynamic regions, for the benefit of both the University and the residents of the Greater Toronto Area.



Leveraging our Location(s): Goals

- To improve the state of our host city-region
- To enhance the University's success in:
 - Attracting and retaining talent
 - Research
 - Teaching and learning
- To enhance our reputation as a city-builder



Leveraging our Location(s): Milestones

- Appoint Presidential advisors on urban engagement and urban issues
- Catalogue, Convene, Collaborate
- Strengthen relationships
- Expand outreach and partnerships
- Reflect on the built environment



International Partnerships

Position the University of Toronto as a strong research and teaching partner with leading peer institutions around the world, while creating more opportunities for our students to benefit from an internationalized learning experience.



International Partnerships: Goals

- Leverage existing networks, relationships for the mutual benefit of U of T and its global partners
- Enhance our ability to meet global challenges
- Enhance our global reputation, profile, rankings
- Enhance our success in attracting, retaining talent
- Enhance global citizenship, fluency of students



International Partnerships: Milestones

- Appoint Senior Presidential advisor on international activities
- Catalogue, Convene, Coordinate, Cooperate
- Develop strategic rationale and country-specific strategies
- Expand and strengthen international experiences, recruitment, support for students
- Increase international PhD enrolment and support



Undergraduate Education

Re-imagine and re-invent undergraduate education at a research-intensive university, in light of current economic and social challenges, and taking advantage of emerging opportunities, including new pedagogical technologies.



Undergraduate Education: Goals

- Better prepare students for lifelong success
- Rejuvenate liberal education model/ideal
- Anticipate, leverage, *create* disruptive changes in modes/mechanisms for education, knowledge production



Undergraduate Education: Milestones

- Appoint Vice-Provost, Innovations in Undergraduate Education
- Appoint Vice-President, Research & Innovation
 - Mandate to enhance research opportunities for students
- Communicate the vision and the value
- Catalogue, Continue, Create
- Further explore teaching & learning technologies
 - Conduct real-time research, share ideas, best practices
- Promote transition initiatives, entrepreneurship



Three Priorities: Interactions

- Clearly the three priority areas are *mutually reinforcing*
- Urban and international partnerships: two sides of the same coin
- Both urban and international partnerships have potential to enhance, reinvent undergraduate education



Feedback Welcome

three.priorities@utoronto.ca

<http://threepriorities.utoronto.ca/>

