

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 16 OF THE ACADEMIC AFFAIRS COMMITTEE**

APRIL 26, 2016

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on April 26, 2016 at 4:10 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 Kelly Hannah-Moffat, Interim Vice
Principal Academic and Dean
Dr. Kelly Akers
Professor Gordon Anderson
Ms Nour Alideeb
Professor Lee Bailey
Professor Ron Beiner
Dr. Liza Blake
Professor Tracey Bowen
Ms Diane Crocker, Registrar
Professor Charles Elkabas
Ms Elaine Goettler
Professor Claudiu Gradinaru
Ms Shelley Hawrychuk
Professor Norm Farb
Dr. Sanja Hinic-Frlog
Dr. Nathan Innocente
Professor Stuart Kamenetsky
Ms Renu Kanga Fonseca
Ms Vanessa Kattar
Professor Bernard Katz
Mr. Leonard Lyn
Professor Heather Miller
Professor Kent Moore
Professor Emmanuel Nikiema
Professor Andrea Olive
Dr. Christoph Richter
Professor Manfred Schneider
Professor Joan Simalchik
Professor Alison Syme
Professor Mihkel Tombak

Mr. Glenn Thompson
Professor Alan Walks
Mr. Ian Whyte
Dr. Liye Xie
Dr. Daniel Zingaro

Non-Voting Assessors:

Ms Jessica Eylon, Program and Curriculum
Officer
Mr. Mark Overton, Dean of Student Affairs

Regrets:

Professor Deep Saini
Professor Bryan Stewart
Ms Sarah Amjad
Professor Ron Buliung
Professor Yael Karshon
Professor Anna Korteweg
Mr. Sheldon Leiba
Ms Alice Li
Mr. Amir Moazzami
Ms Stacey Paiva
Mr. Ryan Persaud
Professor Brian Price
Ms Laura Sedra
Professor Holger Syme
Professor Rebecca Wittman
Professor Xiaodong Zhu
Professor Anthony Wensley

In Attendance:

Mr. Mohammad Amin
Professor Len Brooks, Director, MMPA
Ms Mehak Kawatra
Professor Hugh Gunz, Director, IMI

Secretariat:

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

1. Chair's Remarks

The Chair welcomed members to the meeting. She reported that the results of the elections for the UTM Campus Council and Academic Affairs Committee, in the student estate were announced on April 12, 2016. She congratulated the successful candidates and thanked all who participated in the elections.

Addressing the many transitions of senior staff at UTM, the Chair congratulated Professor Kelly Hannah-Moffat on her appointment as Vice-President, Human Resources & Equity, effective October 1, 2016 and thanked her for her service to UTM and to governance as Interim Vice-Principal Academic and Dean. She also noted that Professor Amrita Daniere had been appointed as Vice-Principal Academic & Dean, effective May 1, 2016. Finally, the Chair congratulated Professor Deep Saini on his appointment as the Vice-Chancellor of the University of Canberra (President), Australia.

The Chair advised that the Secretariat had received two speaking requests from non-members, Mr. Mohammad Amin, Member-Elect, Governing Council, and Ms Mehak Kawatra, Academic Societies Coordinator, UTMSU. She noted that both requests had been granted and they would be invited to make their remarks under Item 8, *Other Business*.

2. Mathematical and Computational Sciences Student Society

The Chair invited Mr. Daniel Cabuslay, First Year Representative of the Mathematical and Computational Sciences Student Society (MCSS) to present¹. Mr. Cabuslay provided an overview of the activities in the last academic year, including *Welcome Week*, local *Hack Days* and *Hack-a-thon*, Professional Experience Year (PEY) academic panels, and games nights. Mr. Cabuslay noted that the events were well attended. Ms Diane Crocker, Registrar, congratulated the Mr. Cabusley on the Society's hard work and on ensuring that there were enjoyable activities for students to engage in early on in their academic career. She added that the incoming class had been growing each year and had also been very strong academically. The Chair thanked the MCSS for their dedication and applauded their busy year.

3. UTM Provostial Review: Presentation by Professor Kelly Hannah-Moffat, Interim Vice-Principal Academic and Dean

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 Chair invited Professor Kelly Hannah-Moffat, Interim Vice-Principal Academic & Dean to present². Professor Hannah-Moffat advised members that the Provostial Review had been commissioned by the Vice-President and Provost and the Vice-President and Principal, UTM. This had been the first review for UTM, and would be conducted every 8 years, or earlier depending on decanal terms. The results would include a reviewer report, review summary and administrative response that were considered for information by the Committee on Academic Programs & Planning (AP&P) and Academic Board. Professor Hannah-Moffat provided an overview of the Review reminding members that a self-study had

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

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

been prepared by the Dean in consultation with departments/institutes, students, as well as academic and administrative staff. She said that the role of the reviewers was to make recommendations for improvement, and raise any significant areas of concern. The reviewers visited the campus and met with members of all constituencies. Professor Hannah-Moffat provided an overview of the response to the external review and the overall findings, summarized below:

- The Self Study and Reviewer report were posted publicly and circulated, and feedback had been requested from members of the UTM community and chairs, directors, senior administrators, students, staff and faculty were directly consulted during preparation of the administrative response.
- The Review summary and the Interim Dean's response was considered at AP&P and Academic Board. The AP&P requested a 12-month follow-up report due to upcoming changes in senior administration;
- Positive elements found in the report included the excellent quality of programs, faculty and staff, success-oriented students and enthusiastic student leaders, innovative undergraduate and graduate programs that positioned UTM to differentiate itself in terms of research and scholarship and the wonderful facilities in an attractive setting;
- Opportunities for enhancement included:
 - The identification of a distinct identity and vision for UTM which would capitalize on its tremendous potential for interdisciplinary research, scholarship and programming;
 - Addressing the growth pains of faculty and staff workload, as well as ensuring student quality during growth;
 - Approaching faculty hiring in a strategic way in order to contribute to a distinct profile;
 - Addressing administrative organization and clarifying internal UTM relationships;
 - Creating an integrative budget and planning process that would allow for communication and participation across constituencies;
- The response to the Review identified five areas which required immediate attention: vision and planning for the campus, workload issues, management of growth, administrative restructuring and budget transparency and communication.

Professor Hannah-Moffat noted that the Office of the Dean, the Principal and the Provost were responsible for ensuring that the issues raised in the external review were addressed and that the incoming Dean would have the opportunity to report on progress in the follow-up report to the AP&P.

Discussion by members included the following points:

- Increased transparency and communication in the budgeting process had begun with the regular presentations to governance bodies on the annual budget;
- The perceived or real inequity between the UTM and St. George Campuses and how these could be addressed by continuing to make UTM's case in the budget process;
- The importance of identifying and communicating gaps in the teaching, learning and research experiences of the campus and work towards improving these;
- Student enrolment growth had been capped and was now at a steady state to allow a period of stabilization.
- Enrollment by department was differentiated and some departments, such as Sociology and Mathematics and Computational Sciences, would continue to experience higher student demand than others.
- In order to improve UTM's student to faculty ratio, 36 faculty searches were planned in the coming academic year.

4. Timing of the University of Toronto Mississauga (UTM) Initial Assessment of Academic Standing

The Chair advised members that the Committee was responsible for major and minor modifications to existing programs and has responsibility for approving amendments to admission policies that were not of major significance to the entire Campus. She invited Professor Michael Lettieri, Interim Vice-Dean, Undergraduate to present the item. Professor Lettieri advised members that the current practice was to assess students' academic standing twice a year, after a student had attempted at least 4.0 credits. In recent years with the implementation of Late Withdrawal (LWD) and Credit/NoCredit (CR/NCR) policies, many students, who had taken courses for several years and who were experiencing academic issues, had not been officially assessed because they had not successfully completed 4.0 credits. The proposed change was to conduct a formal assessment at the end of each session, regardless of the number of credits completed. This would allow for the notation of an official academic standing status on all students after each session and for the Office of the Registrar to be able to appropriately identify and support students in need. The Dean of Student Affairs, Robert Gillespie Academic Skills Centre (RGASC), UTM Student Union, and Office of Student Transition, the Chairs of Departments, and the Dean's Office were consulted and were in favor of the proposal. Professor Lettieri advised members that students could be suspended as early as the end of the summer term of their first year. However, once they were placed on probation, they would be required to seek academic advising with the intention of putting them back on track for a successful second year and a swift return to good standing. The Office of the Registrar anticipated that there could be more students being placed on probation, but fewer students being suspended, similar to the experience at the Faculty of Arts and Science division, who had made this change two years previously.

Members discussed the proposal and Ms Diane Crocker, Registrar, Director of Enrolment Management, provided the following clarifications:

- Students still had options to protect themselves from suspension, including Credit/NoCredit (CR/NCR) and Late Withdrawal after the drop date (LWD). Furthermore, if medical issues were presented or personal extenuating circumstances, which have prevented a student from being successful, they were able to petition for Late Withdrawal without Academic Penalty (WDR) or a suspension lift.
- Of the approximate 400 students who were not assessed last year, approximately 200 were students in good standing but proceeding slowly through part-time studies or students who had made use of LWDs or dropped courses already. The remainder represented more critical cases that would be identified through this proposed change for further support.

Students who were on probation will be required to come in for academic advising in the Office of the Registrar before proceeding in summer term courses, which are compressed, and therefore more difficult. This should avoid the risk of suspensions at the end of the summer session.

Professor Hannah-Moffat noted that there would be additional student crisis support through the Student Affairs office, and added that from her experience with the Office of Academic Integrity, a block on registration was often necessary to ensure students would seek advising. She noted that this proposal would allow the Office of the Registrar, and the support services available at UTM, to identify students who needed help earlier in their academic career and to minimize the damage to their cumulative grade point average.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the proposed change in the timing of assessment of Academic Standing, as recommended by the Interim Vice-Principal Academic and Dean, Professor Kelly Hannah-Moffat, in the proposal dated March 15, 2016, be approved, effective September 1, 2016.

5. New Graduate Program: Master of Forensic Accounting (MFAcc), Institute for Management and Innovation (IMI)

The Chair advised members that this item would be forwarded for consideration to the Committee on Academic Policy and Programs. Professor Robert Reisz advised that the proposed Master of Forensic Accounting (MFAcc) program was intended to educate students about forensic accounting and investigation, data analytics and security, fraud and cybercrime, fraud prevention, risk assessment and investigation, legal and legal process issues, and psychological aspects of white-collar crime. He noted that this program would build upon the strength of IMI's Diploma in Forensic Accounting (DIFA) and Master of Management and Professional Accounting (MMPA) programs, offering students rich research and professional resources. Professor Reisz added that as a terminal research-based professional Master's degree, the MFAcc would replace the DIFA program and was designed to offer students preparation for careers in the professional practice of forensic accounting and in the five expanded markets identified in the proposal. The proponents were consulted widely, including current DIFA students and students in the MMPA and Bachelor of Commerce (BCom) programs in IMI, as well as professional organizations and were in support of the proposed program.

A member sought to emphasize two aspects of the proposal, which included the expectation that the program would cover its operating costs and that there was no expectation that it would contribute to overhead costs at UTM; the member added that there was an indication of three faculty hires which were required in order to maintain the quality of teaching in the Management programs. Professor Hannah-Moffat advised that there had been unfilled positions that would be re-advertised and that if the proposed program was approved; the additional hires would be included in the complement cycle. Professor Gunz explained that professional deregulated programs normally committed a portion of revenue towards overhead costs, and noted that competing institutions were required to commit smaller portions.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDED,

THAT the proposed Master of Forensic Accounting program, which will confer the new degree M. FAcc, offered by the Institute for Management and Innovation (IMI), as recommended by the Interim Vice-Principal Academic and Dean, Professor Kelly Hannah-Moffat, in the proposal dated March 29, 2016, be approved, effective the academic year 2017-2018.

6. Major Modification: New Combined Degree Program in Masters of Arts CSE, Ontario Institute for Studies in Education & Honours Bachelor of Science and Honours Bachelor of Science, UTM Psychology

Professor Reisz informed members that this was a proposal for a series of closely related Combined Degree Programs between the Ontario Institute for Studies in Education (OISE) Master of Arts program in Child Study and Education (MA CSE) and three Department of Psychology undergraduate programs, effective in May of 2017. The combination of programs acknowledged the strong relationship between developmental psychology and education and would serve to prepare well-developed teacher-leaders ready to engage students of diverse needs in inclusive classrooms. The proposed combined degree

programs would provide some of the strongest Psychology students the opportunity to apply for early conditional admission to the MA CSE program, but also to benefit from the academically enriching experience of 1.0 FCE taken at the graduate level in the summer term between years 3 and 4 of their undergraduate studies. Faculty and staff in the Department of Psychology at UTM, and faculty in the Master of Child Study and Education program, were consulted during the development of this proposal and were in support of the proposal Professor Norman Farb, from the Department of Psychology explained that this program would provide students with an advantage when they began graduate research and noted his endorsement of the program.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the proposed Combined Degree Program, as recommended by the Interim Vice-Principal Academic and Dean, Professor Kelly Hannah-Moffat, in the proposal dated April 7, 2016, be approved, effective May 1, 2017.

7. Minor Modification: New Courses in the Institute for Management and Innovation (IMI)

Professor Reisz noted that there were two proposed courses, *IMI1001 Innovation and Entrepreneurship* and *IMI3001 Biocommercialization: Analysis of Technology Driven Innovation* and they would be the first non-program-specific elective courses with the new course designator *IMI*. He added that these courses would be open to any graduate student at UTM and were intended to complement the curriculum of IMI's professional graduate programs as well as to allow students in other graduate programs to explore innovation or commercialization in their areas of study. In response to a member's question, Professor Hugh Gunz, Director of IMI, clarified that both IMI1001 and IMI3001 required a half stipend for teaching. A member asked if business cases on non-profit companies were to be included, and Professor Gunz noted that the focus was currently on technology-focused and digital health companies.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the new courses proposed by the Institute for Management and Innovation (IMI) to be offered by the Institute for Management and Innovation (IMI), recommended by the Interim Vice-Principal Academic & Dean, Professor Kelly Hannah-Moffat, and described in the proposals dated March 8, 2016 be approved, effective on the date specified for each course in each proposal.

8. Other Business

a. Request by Non-Member to Speak: Co-op Programs at UTM

The Chair invited Mr. Mohammad Amin to speak to the topic of Co-op programs at UTM. Mr. Amin advised members that he was an international student and noted that in his opinion more there was a need for more experiential learning opportunities at UTM. Mr. Amin said that he hoped that the Academic Affairs Committee would consider more such initiatives in the future. Professor Hannah-Moffat advised that the Experiential Education Office could explore experiential learning initiatives in earlier years, adding that most are concentrated in the upper years. She noted that the development of Co-op programs

at UTM was a much larger discussion, and that the Dean's office would continue to work on expanding experiential learning opportunities.

b. Request by Non-Member to Speak: Research Opportunities for Undergraduates

The Chair invited Ms Mehak Kawatra Academic Societies Coordinator, UTMSU to speak on research opportunities at the undergraduate level. Ms Kawatra, a third year Arts student noted that in her opinion, research opportunities were not well promoted throughout the campus. Ms Kawatra recounted her experience with research opportunities in English, and emphasized that there was uneven access across the disciplines with more available in the Sciences. Professor Hannah-Moffat encouraged members to engage with their departments and academic societies to promote research opportunities and work with the Vice-Dean Undergraduate on the curricular structure. A member added that they would encourage non-science departments who had research opportunities to consult with other departments on their offerings.

9. Assessors' Report

Assessors advised there was no new business to report.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 13 - Report of the Previous Meeting, be approved.

10. Annual Report (2014-15): UTM Library

11. Annual Report (2014-15): Committee On Standing, Office of the Registrar

12. Annual Report (2014-15): Academic Appeals Subcommittee

13. Report of the Previous Meeting: Report 15 – January 6, 2016

14. Business Arising from the Report of the Previous Meeting

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

The Chair thanked members for their contributions as well as the Secretariat and Assessors and wished everyone a happy summer. Professor Hannah-Moffat thanked the Chair for her continued support to governance.

The meeting adjourned at 5:51 p.m.

Secretary
May 18, 2016

Chair



Eli

Chantal

Patrick

Swapnil

Peggy

Hamid

Ogu

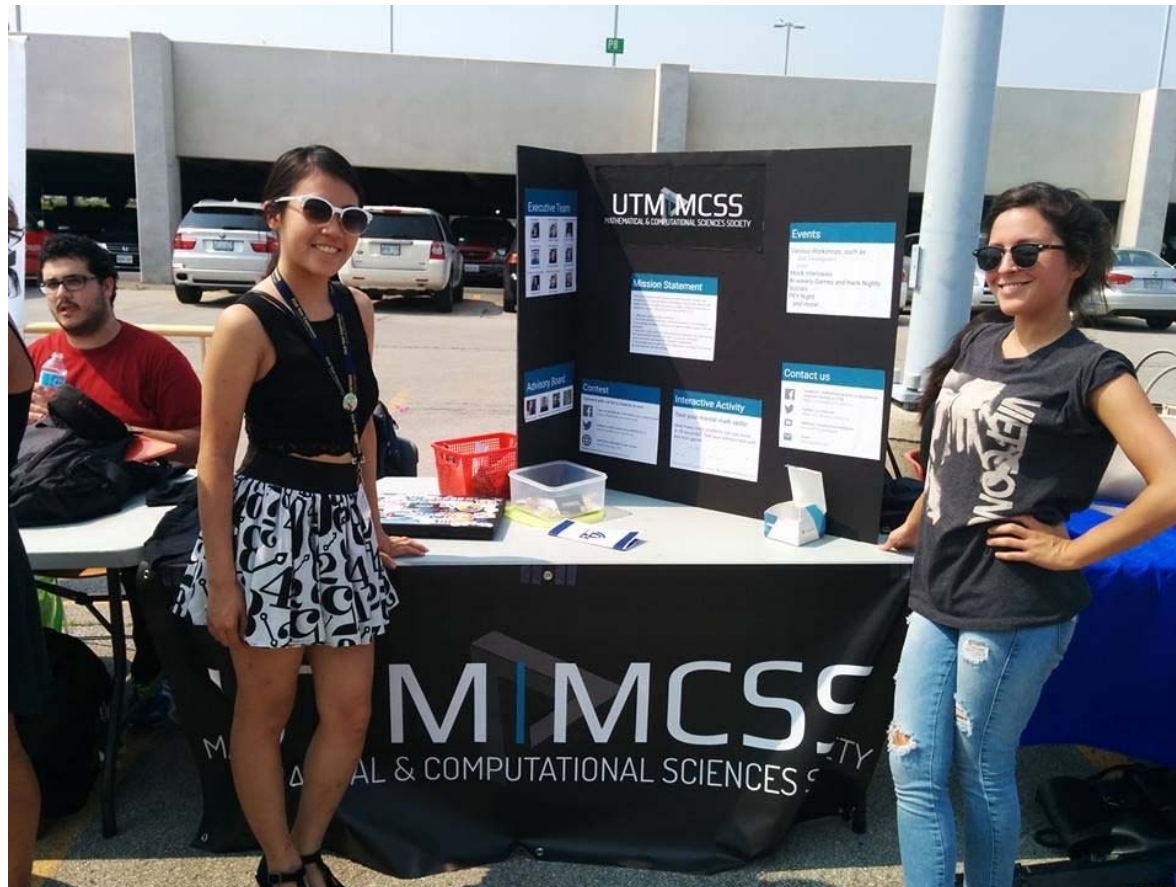
Daniel

Sihan

Peggy Cao and Chantel Choi

One Time Events

Up to 100 participants



Welcome Week Event



Local Hack Day



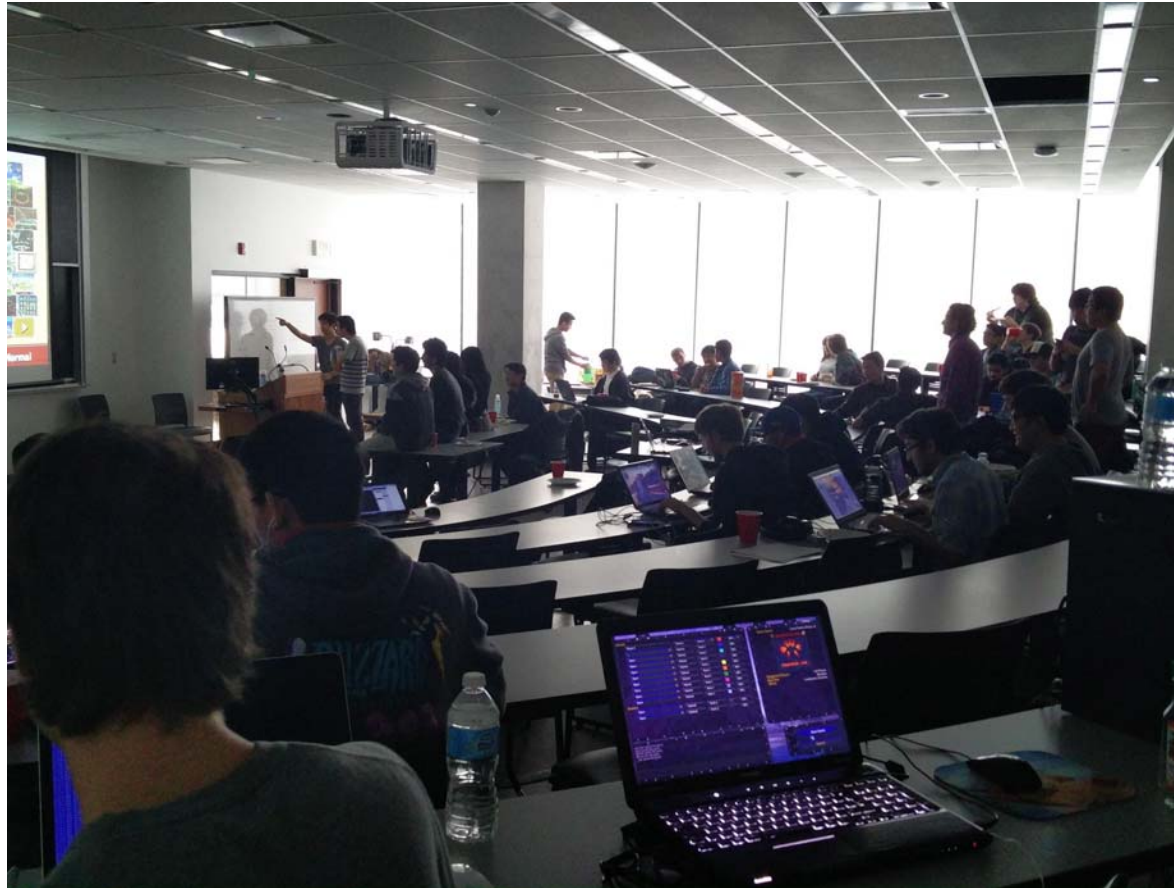
Taskifier!



Academic Panels: PEY Night & Academic Night

Weekly or Bi-Weekly Events

Up to 60 participants



Games & Hack Nights



Academic Workshops

Provostial Review of the University of Toronto Mississauga

Report from Kelly Hannah-Moffat, Interim Vice-Principal Academic & Dean to the Academic Affairs Committee

April 26, 2016



Purpose of a Provostial Review

- Commissioned by the Vice-President and Provost and the Vice-President and Principal, UTM
- First such review for UTM and will now be every 8 years, or earlier depending on decanal terms (non-UTQAP but similar process)
- Normally coincides with the conclusion of a Dean's term and pertains to the Academic Portfolio of the division
- Results in a reviewer report, review summary and administrative response that are considered for information by Committee on Academic Programs & Planning (AP&P) and Academic Board



Provostial Review Process

- Preparation of a self-study by the Dean in consultation with departments/institutes, students, academic and administrative staff.
- Three external reviewers approved and invited by the Provost. Role of reviewers was to make recommendations for improvement, and raise any significant areas of concern.
- Reviewers visited the campus and met with members of all constituencies.
- The reviewers prepared their report for the Provost and the Provost requested an administrative response from Interim Dean.



3

External Review Site Visit

- Visit November 2-4, 2015
- Review Team
 - **Dr. Anthony Cascardi**, Dean of Arts and Humanities, College of Letters & Science, University of California, Berkeley
 - **Dr. Charmaine Dean**, Dean of Science, Western University
 - **Dr. Anthony Masi**, Professor of Industrial Relations and Organizational Behaviour, Desautels Faculty of Management, McGill University



4

Response to the External Review

- Self Study and Reviewer Report posted on the Principal's website and circulated to review participants and all UTM faculty and staff.
- Feedback was requested from members of the UTM community and chairs, directors, senior administrators, students, staff and faculty were directly consulted during preparation of the administrative response.
- Review summary and Interim Dean's response was considered at AP&P on March 30 (where a 12-month follow-up report was requested) and at Academic Board on April 21.

Overall Findings - Positive Elements

- Excellent quality of programs, faculty and staff
- Success-oriented students and enthusiastic student leaders
- Innovative undergraduate and graduate programs that position UTM to differentiate itself in terms of research and scholarship
- Wonderful facilities in an attractive setting

Opportunities for Enhancement

- Identifying and building a distinct identity and vision for UTM that capitalizes on its tremendous possibilities for interdisciplinary research, scholarship and programming
- Addressing “growth pains” in terms of faculty and staff workload, and ensuring student quality during growth
- Approaching faculty hiring in a strategic way to contribute to a distinct profile
- Assessing administrative organization and clarifying internal UTM relationships
- Creating an integrative budget and planning process that allows for communication and participation across constituencies

Response to Review

- Recommendations for incoming Dean rather than concrete action plan
- Identified five areas requiring immediate attention:
 - Vision & Planning
 - Workload Issues
 - Managing Growth
 - Administrative Restructuring
 - Budget Transparency and Communication

Vision & Planning

- Up to the next Dean to work with the next Principal to develop a shared vision and distinctive mission for UTM that has its roots in our academic units and their aspirations and strengths
- Continue the bottom-up consultative process engaging with chairs and directors to ensure that the UTM academic community will inform, embrace and implement the vision

Workload Issues

- Address a sentiment among tenure-stream and teaching-stream faculty that their workloads are excessive relative to their St. George peers, including workload associated with chairs and directorships
- Staff feel overworked and a working group of department chairs has been established to review current staffing levels and effectiveness of current staff, and to make recommendations for development of transparent process for staff allocation

Managing Growth

- Re-examine student recruitment efforts and strategy, perhaps adopting a more targeted approach, and ensure the quality of student applicant pool is maintained
- Three Economics faculty members have agreed to do quantitative analysis of admission and post-entry performance
- Addressing workload issues and assessing administrative structure are also means of dealing with “growth pains”

Administrative Restructuring

- Recommendation to reorganize the Office of the Dean to allow for more focused portfolios, including the creation of two new positions: Associate Dean, Curricula and Pedagogy and Vice-Dean, Academic Human Resources
- Assess the relationship and coordination between the Office of the Dean and the Office of the Registrar, including the reporting structure, to allow for more efficient and strategic academic decisions

Budget Transparency and Communication

- Build on previous efforts to improve transparency around budget processes and more broadly communicate details to the UTM community to allow for a better understanding of underlying dynamics
- Ensure up-to-date financial information is available and communicated to stakeholders, especially as pertains to the University Fund and perceived inequity between UTM and other divisions

Next Steps

- The Office of the Dean, the Principal and the Provost are responsible for ensuring that the issues raised in the external review are addressed
- Incoming Dean will have opportunity to report on response plan and progress made in follow-up report due in 12 months