

UNIVERSITY OF TORONTO

THE GOVERNING COUNCIL

REPORT NUMBER 206 OF THE ACADEMIC BOARD

November 24, 2016

To the Governing Council,
University of Toronto

Your Board reports that it held a meeting on Thursday, November 24, 2016, at 4:10 p.m. in the Council Chamber, Simcoe Hall.

Present:

Professor Andrea M. Sass-Kortsak,
Chair

Professor Nicholas Terpstra, Vice-
Chair

Professor Meric Gertler, President

Professor Cheryl Regehr, Vice-
President and Provost

Professor Vivek Goel, Vice-
President, Research and
Innovation

Professor Sioban Nelson, Vice-
Provost Academic Programs
and Vice-Provost, Faculty and
Academic Life

Dr. Francis Kwabena Ahia

Professor Donald C. Ainslie

Professor Suzanne Conklin Akbari

Professor Catherine Amara

Mr. Mohammad Amin

Professor Maydianne C.B. Andrade

Professor Joshua Barker

Ms Sophie Barnett

Professor Dwayne Benjamin

Professor Heather S. Boon

Mr. Harvey T Botting

Mr. Edvard Bruun

Professor Markus Bussmann

Mr. John Button

Dr. Graham Cromar

Professor Amrita G. Danieri

Professor Luc F. De Nil

Mr. Jacob Dimen-Wagner

Professor David Dubins

Professor Wendy M. Duff

Professor Angela Esterhammer

Professor Nicholas C. Everett

Ms Rachael Ferenbok

Professor William A. Gough

Professor Robert V. Harrison

Mr. Joshua Hunter

Professor Thomas M. Hurka

Professor Linda Johnston

Professor Glen A. Jones

Professor William Ju

Professor Stephen R. Julian

Professor Jeannie Kim

Professor Ronald H. Kluger

Professor Jim Yuan Lai

Ms Jennifer J. Lau

Mr. Ben Liu

Professor Reid B. Locklin

Mr. Austin Long

Professor Lorna Eleanor

MacDonald

Mr. Paul Malozewski

Professor Susan McCahan

Professor Ryan McClelland

Professor Don McLean

Mr. Sean McGowan

Professor Faye Mishna

Ms. Christine Moon

Professor Emmanuel Nikiema

Dr. Graeme W. Norval

Mr. David Alex I. Nyikos

Dr. Helene Polatajko-Howell

Professor Michael J.H. Ratcliffe

Ms Catherine Riddell

Mr. Rosten Role

Professor Locke Rowe

Mr. Jaspreet Sahota

Professor Mohini M. Sain

Ms Melinda Scott

Professor Sonia Sedivy

Mr. Bingchen (Tony) Shan

Professor Elizabeth M. Smyth

Professor Steven J. Thorpe

Professor Vincent Tropepe

Ms Wendy Wang

Ms Samra Zafar

REGRETS:

Dr. Ramona Alaggia

Professor Benjamin Alarie

Mr. Larry Alford

Professor Christina H. Amon

Ms Ana Patricia Ayala-Melendez

Professor Ryan Balot

Dr. Glen Bandiera

Ms Marilyn Booth

Updated January 18, 2017

Professor Randy Boyagoda

Professor David Cameron

Professor Kenneth S. Corts

Professor Gary W. Crawford

Professor Maria Cristina Cuervo

Mr. Dan G. D'Agostino

Professor Joseph R. Desloges

Professor Zhong-Ping Feng

Professor Tara Goldstein

Dr. Daniel Haas

Professor Kelly Hannah-Moffat

Professor Richard Hegele

Professor Howard Hu

Professor Edward M. Iacobucci

Professor Ira Jacobs

Professor Susan Jaglal

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Professor Allan S. Kaplan	Professor David J. Phillips	Professor Andrew M. Spence
Professor Charlie Keil	Dr. Dana Joanne Philpott	Professor James Stafford
Professor Linda M. Kohn	Dr. Reinhart Reithmeier	Professor Markus Stock
Professor Mark Lautens	Professor Yves Roberge	Professor Njoki Wane
Professor Tiff Macklem	Ms Melinda Rogers	Professor Ning Yan
Professor Jan K. Mahrt-Smith	Mr. Hugh D. Segal	Dr. L. Trevor Young
Professor Alice Maurice	Mr. Abdulwahab Sidiqi	Ms Alena Zelinka
Professor Lacra Pavel	Professor Anne Harriet Simmonds	
Professor Michele Peterson-Badali	Professor Richard M. Sommer	

Non-Voting Assessors:

Professor Susan McCahan, Vice-Provost, Innovations in Undergraduate Education
Mr. David Palmer, Vice-President, Advancement
Professor Edward (Ted) Sargent, Vice-President, International

Secretariat:

Ms Mae-Yu Tan, Secretary

In Attendance:

Ms Kate Enros, Associate Director, Office of the Vice-Provost, Faculty and Academic Life
Mr. Chris Lang, Director, Appeals, Discipline and Faculty Grievances
Ms Helen Lasthiotakis, Executive Director, Strategic Partnerships and Office of the Vice-President, Research & Innovation
Mr. Michael Kurts, Executive Director, Communications Partnerships
Dr. Daniella Mallinick, Director, Academic Programs, Planning, and Quality Assurance
Professor Cynthia Messenger, President, University of Toronto Faculty Association
Dr. Terry McQuaid, Executive Director, Personal Safety, High Risk, Sexual Violence Support and Prevention
Dr. Julia Rabinovich, Senior Projects Officer, Office of the Vice-Provost, Faculty and Academic Life
Dr. Stephannie Roy, Director, Strategic Initiatives, Office of the Vice-President, Research and Innovation
Ms Archana Sridhar, Assistant Provost
Professor Sandy Welsh, Vice-Provost, Students

Item 5 is recommended to the Governing Council for approval. All other items are reported for information.

1. Chair's Remarks

The Chair welcomed members and guests to the meeting. She shared information about the 2017 election period for seats on the Governing Council and its bodies, including the Academic Board. The Chair reminded members that they were responsible for working to raise awareness within their constituency of the importance of University governance throughout the year, especially during the nomination and election period.

2. Report of the Vice-President and Provost

Professor Regehr indicated that she would provide information during the discussion of subsequent agenda items.

3. Presentation: Alumni Impact Survey and 10,000 PhD's Project

Professor Vivek Goel, Vice-President, Research and Innovation, gave a presentation on the Alumni Impact Survey. Key points raised during the [presentation](#) and the discussion include the following.

- An Alumni Impact Survey was planned for Spring 2017. The results would provide increased understanding of the University's impact on society through measures of innovation and entrepreneurship; social, cultural, and economic impact; knowledge mobilization; civic engagement; and self-perceived impact.
- A survey firm would be hired to conduct the large-scale, quantitative self-study of all living alumni. Professor Shiri Breznitz, whose expertise includes the role of universities in innovation, was serving as the academic lead. As well, a steering committee and advisory group was providing direction.
- The University was at the forefront nationally in conducting such a survey. Survey results from some private, American institutions were available but were not necessarily comparable.
- Outputs of the survey would include rich data sets detailing information about alumni careers and trajectories.
- Other anticipated benefits included the ability to assess and tailor educational experiences of University students; support of performance indicators; clear evidence of the University's impact; increased number of contactable alumni; and greater connection with alumni and their understanding of the University's goals.

Professor Locke Rowe, Vice-Provost, Graduate Research and Education and Dean, School of Graduate Studies, then gave a presentation on the 10,000 PhDs Project. During the [presentation](#) and discussion, the following points were raised.

- The 10,000 PhDs Project had been designed to obtain information on the employment outcomes of doctoral students who had graduated between 2000 and 2015.
- The results would be used to strengthen the University's graduate professional development programs, particularly benefiting students who pursued non-academic careers.
- Data had been collected on doctoral graduates using online tools and the data validity had been verified. Approximately 85% of the targeted graduates had been located; the remaining did not appear to have a web presence.

- Data analysis would take place in the Spring 2017 and would be shared with academic units for their use and verification. As well, members of the public would be able to access the results online.

The Chair thanked Professors Goel and Rowe for their informative presentations.

4. Academic Plans

Professor Regehr outlined the process by which academic plans were developed within divisions.¹ For context, she provided background information on the development of the current Provincial Quality Assurance process and the University's process for the review of academic programs and units. She noted that many divisional members were engaged throughout the review and planning process. Their participation aided the Dean in articulating future goals, aspirations, and strategies for their attainment.

a) 2021 Forward Together – Leslie Dan Faculty of Pharmacy Academic Plan

Professor Thorpe, Chair of the Planning and Budget Committee, said that the *Leslie Dan Faculty of Pharmacy Academic Plan* had been considered by the Committee at its meeting of November 2, 2016. He spoke of the planned goals contained in the *Plan*, noting that members had been impressed with the clearly laid out steps to achieving the Faculty's objectives. Invited by the Chair to comment, Professor Heather Boon, Dean, Leslie Dan Faculty of Pharmacy, commented that the process of developing the *Plan* had been extremely valuable and members of the Faculty were excited about its future directions.

No questions were raised by members of the Board.

b) Faculty of Music Strategic Academic Plan, 2016-2021

Professor Thorpe reported that the *Faculty of Music Strategic Academic Plan* also had been considered by the Planning and Budget Committee. At the meeting, members had commended the Dean for the aspirational goals outlined in the *Plan*. Questions had been raised about implementation of the *Plan* and of the financial challenges faced by the Faculty.

At the invitation of the Chair, Professor Don McLean, Dean, Faculty of Music, noted that greater coverage of the Faculty's advancement goals had been incorporated into the final version of the *Plan*. There were a number of naming opportunities that could be pursued with potential donors. Opportunities with respect to the recruitment of international students would also be pursued. In response to a question, Professor McLean outlined the process for booking student musicians for events inside and outside of the University. The program, which was run by a professional musician assisted by students, would soon be self-sustaining.

¹ See the [presentation slides](#) for details.

5. *Policy and Procedures Governing Promotion in the Teaching Stream*

Professor Regehr gave an overview of the proposed new *Policy and Procedures Governing Promotion in the Teaching Stream*. She noted that it had arisen from the work of the Special Joint Advisory Committee (SJAC), which had addressed changes to the University's Memorandum of Agreement (MoA) between the University and the University of Toronto Faculty Association (UTFA).² Professor Regehr acknowledged Professor Cynthia Messenger, President of UTFA, and spoke of the collaborative process that had led to the development of the *Policy*.

The proposed *Policy*, which had been approved by UTFA on October 18, 2016, subject to approval by the Governing Council, outlined criteria for promotion to the ranks of Professor, Teaching Stream, and Associate Professor, Teaching Stream. The proposed *Policy* had been developed with reference to the existing [Policy and Procedures Governing Promotions](#), and each division would produce its own procedures consistent with the proposed *Policy*. The criteria for promotion to Professor, Teaching Stream in the proposed *Policy* were divided into two main sections, "Excellent Teaching" and "Educational Leadership and/or Achievement and Ongoing Pedagogical/Professional Development", to be sustained over many years.

Professor Regehr explained that the *Policy* contemplated a single departmental Promotions Committee to review candidates for promotion in the teaching stream and in the tenure stream. At least five tenured or continuing faculty at the rank of Professor, and/or Professor, Teaching Stream, with at least one faculty member at the rank of Professor, Teaching Stream, would be included in the Committee membership when a teaching stream candidate was being considered. The proposed *Policy* diverged from the *Policy and Procedures Governing Promotions* in some ways. For example, there would be no level of Presidential review for promotions under the proposed *Policy*. As well, the proposed *Policy* incorporated reference to the Tri-Campus Framework as it applied to the promotions process.

During the Board's discussion, a member asked how a Promotions Committee might assess a candidate's efforts with respect to innovation and experimentation in teaching. Professor Regehr affirmed the University's commitment to innovation in teaching and pointed to existing funds available to faculty members.³ She said that promotions and tenure committees were experienced in evaluating candidates whose innovation and experimentation in research or teaching had not resulted in expected outcomes, but who were able to articulate and build on this knowledge in their continued scholarly work.

A member pointed to the importance of clarity with respect to the teaching excellence criteria that would be used for promotion in both the tenure stream and the teaching stream. Professor Regehr confirmed that the process would evolve over time. As with the tenure stream, the promotions process for the teaching stream would be rigorous. Professor Regehr clarified further that, upon creation, academic positions were identified as either teaching stream or tenure stream. Professor Sioban Nelson, Vice-Provost, Faculty and Academic Life and Vice-Provost,

² Professorial rank and other changes to the Teaching Stream were approved by the Governing Council on June 25, 2015. See <http://www.governingcouncil.utoronto.ca/AssetFactory.aspx?did=11261>.

³ <http://www.provost.utoronto.ca/link/Funds.htm>

Academic Programs, added that, while tenure stream candidates for promotion shaped their portfolio to reflect their strengths in research and/or teaching, teaching stream candidates for promotion would clearly be evaluated on excellence in teaching.

A member commented that, in addition to tenure stream and teaching stream faculty, there was also a large body of non-tenured, clinical faculty within the University, particularly in the Faculty of Medicine. Professor Regehr noted that those appointments fell under a separate [Policy for Clinical Faculty](#).

On motion duly moved, seconded, and carried

YOUR BOARD RECOMMENDED

THAT the proposed new *Policy and Procedures Governing Promotions in the Teaching Stream* be approved, effective December 16, 2016.

6. *Policy on Sexual Violence and Sexual Harassment*

The Chair outlined the governance approval path for the proposed *Policy on Sexual Violence and Sexual Harassment*. The proposed *Policy* was being provided to the Academic Board and the Business Board for information. On November 28, 2016, the proposed *Policy* would be considered by the University Affairs Board for recommendation for approval by the Governing Council. Governing Council itself would then vote on the *Policy* at its meeting of December 15th.

Professor Regehr gave a [presentation](#) on the proposed *Policy*. Highlights included the following.

- The proposed *Policy* would apply to all members of the University community, and access to the same supports and services would be provided to all students, faculty and staff.
- Principles underlying the *Policy* included the University's commitment to reducing barriers to disclosing and reporting sexual violence; due process and procedural fairness; and the provision of appropriate support and accommodations.
- A number of key revisions had been made to the initial draft in response to input received from the community.
- Dr. Terry McQuaid had been hired as Executive Director, Personal Safety, High Risk & Sexual Violence Prevention and Support, and the appointment of a Director, Sexual Violence Prevention & Support Centre, would be announced shortly.
- Next steps in the University's Action Plan would include the creation of a companion guide to the *Policy* for University members; development of operating procedures for the Centre, continued work on training and education, and the alignment of other University policies and guidelines with the *Policy*.

A question was raised about the definition of sexual violence in Bill 132, Ontario's sexual violence and harassment legislation, and the need for possible safeguards with respect to academic freedom. In response, Professor Regehr indicated that it was the University's position that there was no conflict with the key principle of academic freedom.⁴

7. Reviews of Academic Programs and Units – Part 1

a. Follow-up Reports from Previous Reviews

- i. Faculty of Information and its Programs
- ii. University of Toronto Mississauga: Department of English and Drama and its Programs
- iii. Faculty of Arts and Science: Human Biology Undergraduate Programs

Professor Elizabeth Smyth, Chair of the Committee on Academic Policy and Programs, advised the Board that three one-year follow-up reports had been received by the Committee. Past concerns had been fully addressed within the reports for the Faculty of Information and its Programs; the University of Toronto Mississauga Department of English and Drama and its Programs; and the Faculty of Arts and Science Human Biology Undergraduate Programs.

b. Semi-Annual Report on the Reviews of Academic Units and Programs, April-September 2016

Professor Smyth outlined the process followed by the Committee when considering external reviews of academic units and programs. Most recently, two Provostial reviews and fourteen Decanal Reviews had been discussed during a three-hour meeting. The Committee had requested five follow-up reports be provided in one year's time. These include the following:

- From the Dean of the Ontario Institute for Studies in Education (OISE), a report to address the implementation of the Faculty's strategic plan, the structural deficit, and the further development of the Master's program. An update on how the Faculty would address the reviewers' recommendations regarding OISE's response to the Truth and Reconciliation Commission had been requested as well.
- From the Vice-Principal, Academic and Dean of the University of Toronto Scarborough, a report on the Health Studies Undergraduate Programs to update the Committee on the planned restructuring including strengthening leadership within the unit, as well as plans for the two degree options.

⁴ The initial [draft Policy](#) contained a clause referring to the Memorandum of Agreement with the University of Toronto Faculty Association, which addressed academic freedom.

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- From the Deans of the Faculty of Forestry and the Faculty of Arts and Science, a report on the Faculty of Forestry and its Programs to address issues related to the undergraduate programs, the nexus between the Faculty of Forestry and the Faculty of Arts and Science, and progress on faculty hires.
- From the Dean of the Faculty of Arts and Science, a report on the Ethics, Society and Law Undergraduate Program addressing the broad issue of long-term sustainability of the program given its interdisciplinary nature and staffing mix, and on support for sessional instructors.
- From the Dean of the Faculty of Arts and Science, a report on the Department of East Asian Studies and its programs to address various departmental initiatives, including ways to address the financial health of the Department and alternative approaches to pedagogy.

The Chair thanked the members of the Committee for their work in reviewing the reviews. She also expressed appreciation to the Deans and their representatives who were present for their role in the University's quality assurance process.

Consent Agenda

On motion duly moved, seconded and carried

YOUR BOARD APPROVED

THAT the consent agenda be adopted

8. Report of the Previous Meeting

Report Number 205, from the meeting of October 6, 2016, was approved.

9. Business Arising from the Report of the Previous Meeting

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

10. Items for Information

Members received the following items for information:

- a. Semi-Annual Report: University Tribunal, Individual Cases, Fall 2016
- b. Semi-Annual Report: Academic Appeals Committee, Individual Cases, Fall 2016
- c. Provost's Annual Report on Cases of Academic Discipline 2015 – 2016
- d. Report Number 227 of the Agenda Committee – November 14, 2016
- e. Report Number 182 of the Committee on Academic Policy and Programs - November 1, 2016*
- f. Report Number 174 of the Planning and Budget Committee –November 2, 2016*

11. Date of the Next Meeting

The Chair stated that the next meeting would be held on Thursday, January 26, 2017 from 4:10-6:10 p.m.

End of consent agenda

12. Other Business

There were no items of other business.

The Board moved *in camera*.

13. Quarterly Report on Donations – August 1 to October 31, 2016

The Board received information on the Quarterly Reports on Donations for August 1 to October 31, 2016.

The Board returned to open session.

The meeting adjourned at 5:36 p.m.

Secretary
January 10, 2017

Chair