

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 27 OF THE ACADEMIC AFFAIRS COMMITTEE**

MAY 7, 2018

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on May 7, 2018 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Judith Poë, Chair
Laura Taylor, Vice-Chair
Ulli Krull, Vice-President & Principal
Bryan Stewart, Vice-Principal, Research
Kelly Akers
Brett Beston
Laura Brown
Megan Evans
Alexandra Gillespie
Elaine Goettler
Claudiu Gradinaru
Shelley Hawrychuk
Yuhong He
Sanja Hinic-Frlog
Rosa Hong
Abi Karunendiran
Abdelrahman Khater
Jihan Khatib
Heather Miller
Ashley Monks
Kent Moore
Lorretta Neebar
Emmanuel Nikiema
Jay Nirula
Joan Simalchik
Alison Syme
Mihkel Tombak
Doug Varty
Anthony Wensley
Liye Xie
Daniel Zingaro

Non-Voting Assessors:

Rosa Ciantar, Acting Program and
Curriculum Officer

Regrets:

Gordon Anderson
James Allen
Liza Blake
Tracey Bowen
Aurel Braun
Erika Colby
Gary Crawford
Amrita Daniere, Vice-Principal Academic
and Dean
Marc Dryer
Miquel Faig
Salma Fakhry
Nathan Innocente
Kajri Jain
Renu Kanga Fonseca
Konstantin Khanin
Anna Korteweg
Michael Lettieri
Teresa Lobalsamo
Pim Manaswiyoungkul
Andrea Olive
Mark Overton
Diana Raffman
Manfred Schneider
Nour Shell
Rebecca Wittman
Jose Wilson

In Attendance:

Carla DeMarco, Research, Grants & Communications, Office of VP-Research
Lucy Gaspini, Manager, Academic Success & Integrity
Donna Heslin, Director, Graduate Programs and External Relations, IMI
Michelle Kraus, Assistant Registrar, Academic Standards and Petitions, Office of the Registrar
Devin Kreuger, Director, Office of VP-Research
Jayson Parker, Assistant Director, Master of Biotechnology Program
Leigh Revers, Director, Master of Biotechnology Program

Secretariat:

Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council
Mariam Ali, Governance Coordinator, UTM

1. Chair's Remarks

The Chair began with the acknowledgement of the passing of two significant contributors to Erindale College and UTM, coincidentally both on April 27, 2018.

The first, John Switzer was a member of the first graduating class of Erindale College in 1970. He went on to do an MBA at York University and before retiring in 2010 he held executive roles in accounting, management and consulting. John was remembered as a donor and a dedicated volunteer at the University. He used his expertise to help build important ties between UTM, the city of Mississauga and the local business community. As well, he served for nine years on the University's Governing Council and was the inaugural Chair of the UTM Campus Council.

June Scott was a retired faculty member who taught statistics at Erindale College from 1968 to her retirement in 1989 when, in her honour, the *June Scott Award in Statistics* was established. She also generously established the *David Scott Bursary* for undergraduate students with financial need and the *June and David Scott Fellowship* in support of graduate students in the Department of Psychology. Recently UTM established the *June Scott Teaching Excellence Award for Teaching Assistants*. We were fortunate to have her as a part of our academy.

Elections

The Chair informed the Committee that the results of the elections for the Academic Affairs Committee, in the student estate were announced on April 12, 2018. She congratulated the successful candidates and thanked all those who participated in the elections.

Update to the Calendar for Credit/No Credit

The Chair reminded members that they had considered and approved a modification of the UTM Credit/No Credit Policy at the September meeting. The change had provided clarification on the deadline to select the Credit/No Credit option by explicitly stating that for courses with a final examination, students must choose CR/ NCR by the final day of classes in the term the course is offered, provided that the student had not yet written the final exam. Also, in courses with no final exam, the student must not have written the final test or submitted the final assignment. This brought the policy in line with the same conditions currently being used for the Late

Withdrawal option. Due to feedback on the clarity of the calendar copy with respect to this guideline, the Registrar has made further clarifications, to the calendar as follows:

“In courses with a final exam, the CR/NCR option must be requested or cancelled no later than the last day of classes in the term in which the course was offered. In courses with no final exam, the deadline to request or cancel CR/NCR is before the date of the final test or the due date of the final assignment.”

The Chair noted that this clarification was being reported for information. As it did not change the meaning of the modification, it did not require further consideration by the Committee.

Acknowledgements

The Chair thanked Professor Laura Taylor, Vice-Chair for the Committee for her service and the voting assessors, Professor Amrita Daniere and Professor Bryan Stewart for their efforts throughout the year in keeping the Committee informed of items of business. She also acknowledged the work of the non-voting assessors, Yen Du and Rosa Ciantar, Program and Curriculum Officers, Office of the Dean, and Mark Overton, Dean of Student Affairs as well as the invaluable work of the Secretariat Cindy Ferencz-Hammond, Director of Governance, and Mariam Ali, Governance Coordinator. She thanked Mariam for her dedicated and quality service to the University over the past five years, and wished her well as she was leaving UTM to pursue other opportunities. The Chair thanked members for the contributions and engagement throughout the year, and acknowledged those members who would not be returning next year as follows: Lauren Barth, Erika Colby, Salma Fakhry, Abi Karunendiran, Abdelrahman Khater, Jihan Khatib, Pim Manaswiyoungkul, Ernest Prack, Nour Shell, Jose Wilson, Renu Kanga Fonseca, Kent Moore, Manfred Schneider, Tracey Bowen and Joan Simalchik.

She congratulated Elaine Goettler, a librarian staff member, and Professor Gord Anderson, teaching staff member, Department of Economics, on their retirement.

2. Update on Research Initiatives at UTM

The Chair invited Bryan Stewart, Vice-Principal, Research to provide members with an overview of the research initiatives at UTM¹. Professor Stewart provided an overview of activities taken on by the Research Council including investments and internal research funds and events to celebrate and highlight the research on campus. A key initiative was the establishment of the UTM Research Council which was an advisory board that supports the mission of the Vice-Principal, Research and provided a forum for information exchange and discussion, and adjudicated internal research awards. Some of the new programs established since 2013 were the Research and Scholarly Activity Fund, Outreach Conference and Colloquium Fund, Research Planning Grants and UTM working groups in the Humanities and Social Sciences and the UTM Jackman Humanities Institute Annual Seminar. Professor Stewart added that there were several events developed to celebrate research on campus including the *Smarti Gras*, the *Celebration of Books* as well as a *Graduate Student Research Colloquium*.

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

He noted that the total sponsored research funding at UTM totalled \$15.6 million and had been a positive trend for several years. This was aided by the steady increase in Tri-Council funding and an uptake in GRIP funding, an umbrella of government programs including the Canada Innovation Fund. Professor Stewart noted that field weighted citation output matched that of other comparably sized institutions, but also beyond that, UTM's citation impact was proportionally comparable to larger institutions. Professor Stewart highlighted postdoctoral fellowship and research grant programs that would be launched in the short term, and provided an overview of initiatives that were planned in the long term.

The Chair thanked Professor Stewart for his leadership in the role of Vice-Principal, Research over the last 5 years.

3. New Graduate Field: Master of Biotechnology, Digital Health Technologies

The Chair informed members that the Committee was responsible for major modifications to existing programs, and invited Heather Miller, Vice-Dean, Teaching & Learning to present the item. Professor Miller informed members that the proposal sought to expand the existing MBiotech program which had a cohort of 42 students into a Biopharmaceutical field by adding a second field consisting of 16 students in Digital Health Technologies (DHT). Both the Biopharmaceutical and DHT fields within the Master of Biotechnology program had similar learning outcomes that follow product progression, however were each from a different perspective. These fields relied on the existing strengths of the MBiotech program and were in-line with the Institute for Management and Innovation's mission to foster innovation and management with a strong experiential learning component. Professor Miller added that the DHT field would be unique to Canada with few known programs offered internationally, and polled students indicated a very strong interest in the proposed field. She added that employers and industry in Mississauga had expressed enthusiasm and interest in the internship component and several had already committed to partnering with the program by offering internships in their organizations. With the exception of two lecturers required for DHT specific field courses, all other existing resources would be available for the new offerings. The staffing needs were consistent with other professional master's programs in the Institute and were covered by the incremental net revenues that would flow to UTM from the proposed student enrolments. A 100% administrative staff position would be responsible for liaising with corporations and for internship placements.

In response to a member's question, Leigh Revers, Director of the MBiotech program advised that the program had received budgetary approval for hiring the additional permanent faculty member.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the proposed graduate field in Digital Health Technologies for the Master of Biotechnology Program, recommended by the Vice-Principal Academic & Dean, Professor Amrita Daniere, and described in the proposal dated April 20, 2018, be

approved, effective on May 1, 2019.

4. Annual Report (2016-17) - UTM Library

The Chair invited Shelley Hawrychuk, Chief Librarian to present the annual report of the Library. Ms Hawrychuk informed members that the number of library visits was traditionally used to demonstrate the value of the Library and to measure its impact and as was demonstrated in the report, the number of visits continued to increase. During 2016-17, the number of visits to the Library was 1,437,765. She noted that the laptop loan program was very popular amongst students and highly valued service, with the number of loans rising in 2016-17. The Chief Librarian added that plans for staffing re-organization had begun. This included significant staff and librarian consultations, meetings, forums at the beginning of 2017 with plans to roll-out the re-organization in 2018. Through this re-organization, a new Unit called Research Scholarship and Data Services was created. The development of this Unit allowed for the bringing together of already existing services currently dispersed throughout the different departments of the Library. A member inquired about what the Library was doing, through the Financial Learning Centre, to facilitate financial pedagogy on campus. Ms Hawrychuk informed the Committee that the Financial Learning Centre had two permanent status librarians who focused on information, data, and financial literacy instruction, and that IMI was the only unit at UTM that is supported by two liaison librarians.

5. Annual Report (2016-17): Committee On Standing, Office of the Registrar

The Chair informed members that this item was reported to the Committee for information. She then invited Michelle Kraus, Assistant Registrar, Academic Standards and Petitions, Office of the Registrar to provide an overview of the report. Ms Kraus informed members that the Office of the Registrar received 5527 petitions, and the Committee on Standing met five times during the given period to review 42 appeals. An average of 15 percent of UTM's student population did not write their regular UTM examination and submitted a petition for an exam deferral to be written in the deferred examination period. She added that there had been a total of 2473 LWD petitions, which represented 17 percent of enrolment. Members had no questions.

6. Annual Report (2016-17) - Academic Integrity, Office of the Dean

The Chair informed members that this item was for information, and invited Lucy Gaspini, Manager, Academic Success & Integrity to present the report on Academic Integrity. In response to a member's question regarding the high number of cases for the department of Language Studies, Ms Gaspini advised that this was not a normal pattern for the department, and that the courses affected had now taken measures to ensure the same offenses did not occur again. A member noted the significant growth in the number of cases over the last ten years and inquired into the reasons for this upward trend. Ms Gaspini noted that the student population had grown which led to a higher number of cases, however it was also the amount and accessibility of technology that made it easier for offenses to take place, and that there was a higher level of vigilance in this area at UTM. Professor Heather Miller noted that although the numbers have increased, given the increase in student population the percentage of cases had been diligently kept at bay due to the educational efforts by the office towards preventing academic dishonesty.

The Chair asked for clarification on whether the Math and Computational Science incidences had lowered from the previous year, and Ms Gaspini responded that they had been somewhat lowered however remained high.

A member asked what types of strategies existed for instructors to prevent academic dishonesty. Ms Gaspini noted that her office partnered across the campus with Departments and the UTMSU to raise awareness on the topic, through Chair's meetings, new faculty orientations, departmental meetings and academic advocacy campaigns. The Academic Integrity Kit was shared through these channels and was available to instructors. Educational videos were available on the Academic Integrity website to educate students. Professor Laura Taylor added that the Robert Gillespie Academic Skills Centre also had responsibility for prevention and education of students and ran academic integrity tutorials. In response to a member's question, Professor Taylor noted that the tutorials were being moved from the Blackboard portal to Quercus.

The Chair commented that some universities required training in academic integrity, either through for credit courses or online mandatory modules. She inquired whether UTM had plans to implement similar measures. Ms Gaspini advised that these suggestions had been made to the Office of the Vice-Provost, however no decision had been made. Professor Miller added that feedback from graduate Teaching Assistants stated UTM had one of the best academic integrity programs, noting the level of communication for cases and the level of engagement and vigilance on campus.

7. Annual Report (2016-17): Academic Appeals Subcommittee

The Chair informed members that this item was also reported to the Committee for information. Members had no questions.

8. Other Business

There were no items of other business.

9. Assessors' Reports

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 10 - Report of the Previous Meeting be approved.

10. Report of the Previous Meeting: Report 26 – March 28, 2018

Report number 26, from the meeting of March 28, 2018 was approved.

11. Business Arising from the Report of the Previous Meeting

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

12. Date of the Next Meeting – Wednesday, September 12, 2018 at 4:10 p.m.

END OF CONSENT AGENDA

Nick Kuryluk, Chair of UTM Campus Council, recognized Professor Judith Poë and formally thanked her for her many contributions in her time as part of the university administration and governance. He noted that she had brought her deep leadership experience to bear in her role as the Chair of Academic Affairs Committee. Before the establishment of the Campus Council and its Standing Committees, Professor Poë served on the Governance Review Committee in 2011-12 at UTM as well as contributing to subsequent membership consultations prior to the implementation of the new structure in 2013.

She has served as an elected teaching staff member of Campus Council and Chair of the Academic Affairs Committee since that body's inception, in 2013. At that time, UTM's governance bodies were brand new and having experienced individuals in the governance leadership positions was extremely important. Mr. Kuryluk added that UTM has been very fortunate indeed to have had Professor Poë leading UTM's academic body and that feedback from our evaluation surveys over the past five years have indicated that members found Judith to be a very good Chair, managing meetings in an efficient and respectful manner, and encouraging members to ask questions and share their views at meetings. He expressed on behalf of the Secretariat and members of the Committee that her strong leadership in governance would be missed. Mr. Kuryluk then presented Professor Poë with a chair as a token of appreciation.

Professor Krull echoed Mr. Kuryluk's sentiments and thanked Professor Poë for her contributions and service to governance at UTM.

The Chair wished everyone a happy and safe summer and noted the date of the next meeting. The meeting adjourned at 5:34 p.m.

Secretary

Chair

May 10, 2018

Office of the Vice-Principal Research

2013-2018

Mission

The mission of the office:

To promote, enhance, and facilitate the research, scholarship and creative activity of all members of the University of Toronto Mississauga.

Values

The Values that the office upholds in working towards its mission:

In pursuit of its mission, OVPR values transparency, fairness, and equitable access to the resources and services provided by the office.

The UTM Research Council

Created in 2013, The UTM Research Council serves:

- as an advisory board that supports the mission of the Vice-Principal, Research
- as a forum for information exchange and discussion of issues relevant to the research community at UTM
- provides adjudication of internal research awards

The UTM Research Council

Esteban Parra
Angela Lange
Patrick Gunning
Gueorgui Kambourov
Alexandra Gillespie
Yuhong He
Martin Revermann
Gabor Virag
Michael Yampolsky
Graham White
Bruce Schneider
David Brownfield

Mohan Matthen
Tracey Galloway
Steven Short
Peter Macdonald
Xianwen Shi
Terry Robinson
Ron Buliung
Tong Lam
Rhonda McEwen
Jacob Hirsh
Bill Weiss
Jonathan Weisberg

Louis Kaplan
Pam King
Kyle Smith
Rick Greene
Mihaela Pirvulescu
Byeong-Uk Yi
Ed Schatz
Keisuke Fukuda
Jack Sidnell
Virgis Barzda
Daniel Wright
Lisa Kramer

Evonne Levy
Diana Raffman
Andrew Nicholson
Arsalan Kahnemuyipour
Ilia Binder
Meredyth Daneman
John Kervin
Marleen Rozemond
Weiguo Zhang
Meghan Sutherland
Jacopo de Simoi
Shivaji Mukherjee

Investing in Research & Scholarship

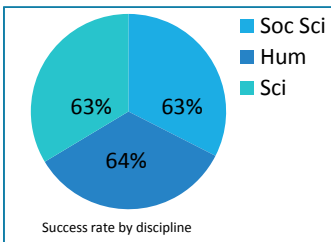
New Programs since 2013

- Research and Scholarly Activity Fund
- Outreach Conference and Colloquium Fund
- Research Planning Grants
- Bridge Funding Program
- UTM Working Groups in the Humanities and Social Sciences
- UTM Jackman Humanities Institute Annual Seminar

Investing in Research & Scholarship

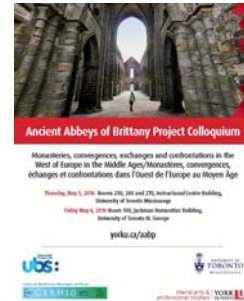
Research and Scholarly Activity Fund

- to enhance success in future grant competitions
- 92 projects funded
- >\$800,000 distributed



Outreach, Conference, and Colloquia Fund

- to organize and hold academic and research events, especially at UTM
- 40 projects funded
- >\$40,000 distributed



Investing in Research & Scholarship

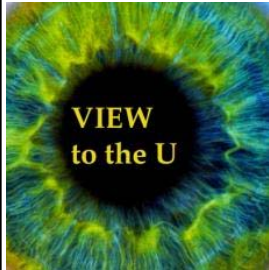
UTM Research Computing Cluster

Collaboration between UTM Researchers, I&ITS and VPRO

- 5 UTM researchers contributing infrastructure grant funds
- \$150,000 from VPRO for a general node accessible to all members of the research community
- Aggregate all resources into a cluster scheme so the whole > parts
 - 340 cores
 - 3 TB of RAM,
 - 1.3 CPU teraflops



Promoting and Communicating Research



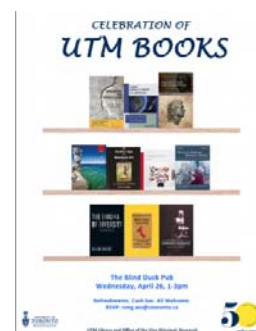
- Content Creation
 - 95 new posts on the UTM Research News Webpage since Jan 2014
- UTM Research Office Twitter (@UTM_Research)
 - >3000 tweets, >1100 followers
- SURGE – quarterly UTM Research Newsletter
- View to the U Podcast
 - >5200 listens of 16 podcasts since launch in 2017
- RECON – Research Communications Network
- InnerCircle: Closeup with UTM Researchers
 - Research focused videos for UTM's YouTube channel



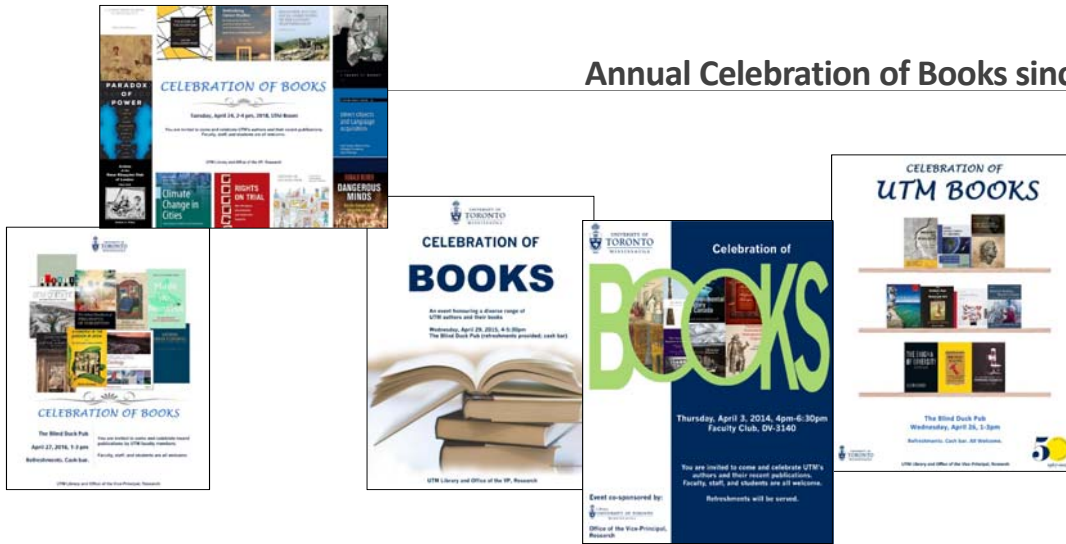
Celebrating Research



- Smarti Gras
 - celebration of undergraduate student research
- Celebration of Books
 - annual book launch for UTM authors
- UTM Research Excellence Lectureship
 - public lecture for UTM Research Excellence prize winner
- UTM Annual Research Prize Symposium
 - public colloquium for UTM Annual Research Prize winners
- Graduate Student Research Colloquium
 - celebration of graduate student research



Annual Celebration of Books since 2014



Reputational Partnerships & STEM Outreach

AMGEN Biotech Experience
Scientific Discovery for the Classroom
Canada

let's talk
science



visions
OF SCIENCE
Network for Learning

New Canada Research Chair Nominees



Rhonda McEwen
 CCIT
 CRC in Tactile Interfaces,
 Communication and Cognition.



Marc Johnson
 Biology
 CRC in Urban Environmental
 Science



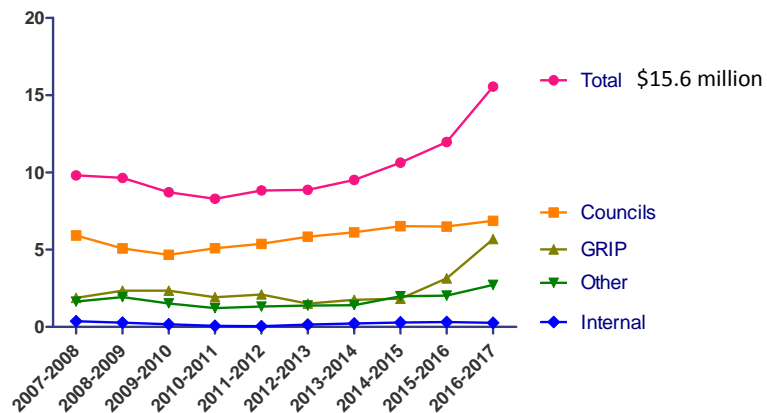
Vincent Kuire
 Geography
 CRC in Immigrant Well Being
 & Global Health



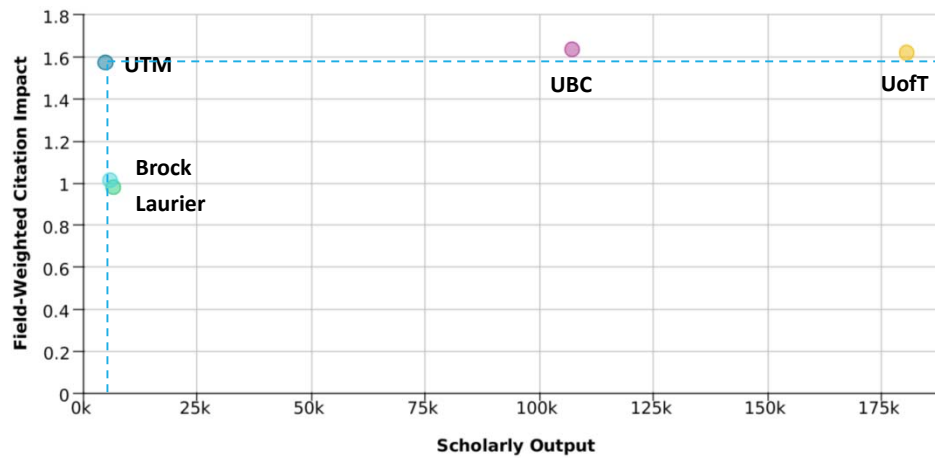
Maria Hupfield
 Visual Studies / English & Drama
 CRC in Indigenous Digital Arts &
 Performance

UTM Research Funding – a positive trend

Research Funding (\$ millions)



UTM Research Citations above our weight



Look Ahead...

Short Term

1. New UTM Postdoctoral Fellowship program
2. New UTM Postdoctoral Research Grant program
3. New UTM Postdoctoral Travel program
4. New SSHRC / SIG matching Faculty Research Travel program
5. UTM - Peel Public Health Research Brainstorming June 18

Look Ahead...

Implement UTM Research \$1M Base Budget allocation from Provost Office

- Increase funding for existing, successful programs
 - Eg RSAF, research equipment
- Fund the new Postdoctoral research programs
- Fund the new SSHRC / SIG travel program
- Hire new Grant Officer to focus on grant writing / editing / development
- Hire Senior Research Associates to directly support research activity
 - Digital Scholarship
 - Imaging Facility
 - NMR Facility
 - Greenhouse

Look Ahead...

Medium Term (fully developed program that isn't funded yet)

Equity and Diversity in Research - 6 proposals to address gender equity issues

1. Conferences and Colloquia supported by UTM explicitly address gender equity concerns regarding access and participation in the activity
2. Competitive Research Funds distributed by UTM Research Office are adjudicated with equity and diversity concerns alongside values of research excellence
3. Establish funds to provide female and female-identified researchers on pregnancy and/or parental leave with resources to hire a research assistant
4. Provide and outfit lactation / parenting rooms.
5. Establish a best-practice guideline for departments to provide teaching relief in the first semester back from parental leave
6. Establish best-practice guidelines that meetings and other official events take place during family-friendly working hours or alternative arrangements, such as video- or tele-conference, or child-care assistance, should be made available

Look Ahead...

Longer Term

Create an Associate Vice-Principal Research position

- An introductory position to academic research leadership (akin to Vice-Dean level)
- Opportunity for succession planning
- Flexibility for potential VPR to come from any discipline
 - Eg Hum or Soc Sci VPR with Sci AVPR

Big Thanks!





Committee On Standing Annual Report 2016-2017

Academic Affairs Committee

Prepared by the Office of the Registrar

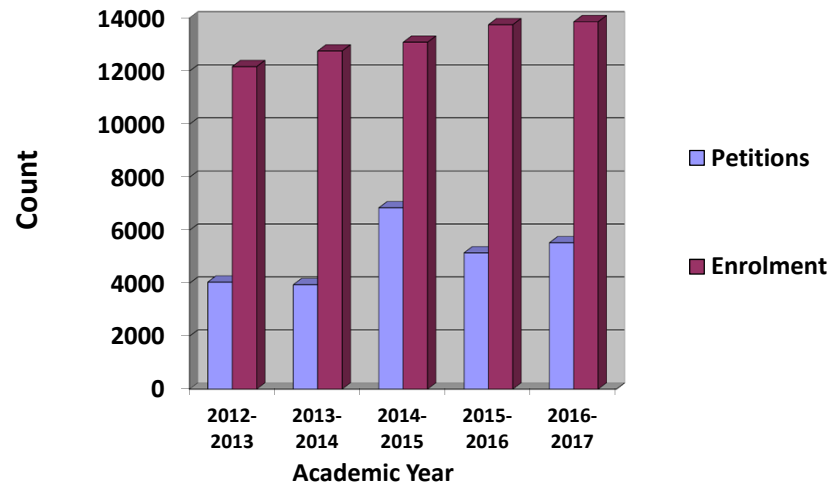


Petitions and Committee on Standing Overview

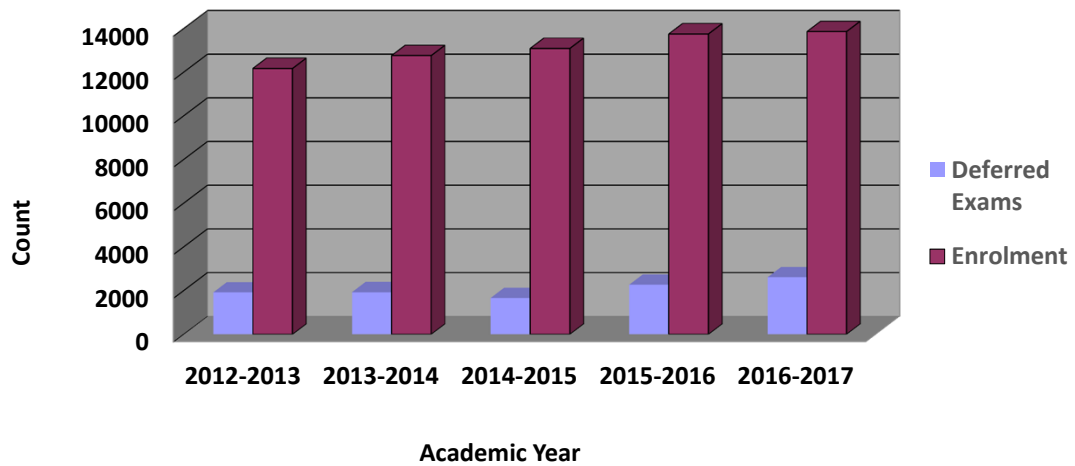
Petition Type	# of Petitions	Granted	Refused	Deferred	Cancelled
Late Withdrawal	817	364	408	15	30
Extension of Time	305	187	100	0	18
First deferral of unwritten UTM examination	2149	2121	9	0	19
Second deferral of unwritten UTM examination	323	244	69	0	10
First/Second Deferral of unwritten St. George/ UTSC examination	140	127	11	0	2
Lift of 1 year suspension	104	30	58	0	16
Lift of 3 year suspension	15	4	10	0	1
Return early from 3 year suspension	14	8	6	0	0
Lift of refused further registration	1	1	0	0	0
Exception to Degree	44	4	34	0	6
Late enrolment	356	162	146	0	48
Course overload	799	434	168	47	150
Other	460	223	167	12	58
Total	5527	3909	1186	74	358



Number of Petitions Processed vs. Enrolment



Number of Deferred Exams vs Enrolment





Committee on Standing Cases

Appeal Type	# of Appellants	# of Appeals	Granted	Refused
Late withdrawal without academic penalty (LWD)	10	24	6	18
Lift of Suspension (One Year, Three Year, Refused further registration)	7	7	3	4
Deferral of unwritten examination	2	2	1	1
Extension of Time	2	3		3
Credit/No Credit (removal or granting)	6	6	2	4
Total	27	42	12	30



Late Withdrawal without Academic Penalty (WDR) vs. Late Withdrawal after the Drop Deadline (LWD)

Academic Year	WDR	LWD	Total	LWD% vs. Enrolment
2012-2013	554	3060	3614	30%
2013-2014	614	3114	3727	30%
2014-2015	577	2343	2920	18%
2015-2016	630	2867	3497	21%
2016-2017	817	2473	3290	17%



Code of Behaviour on Academic Matters

Academic Integrity and Discipline

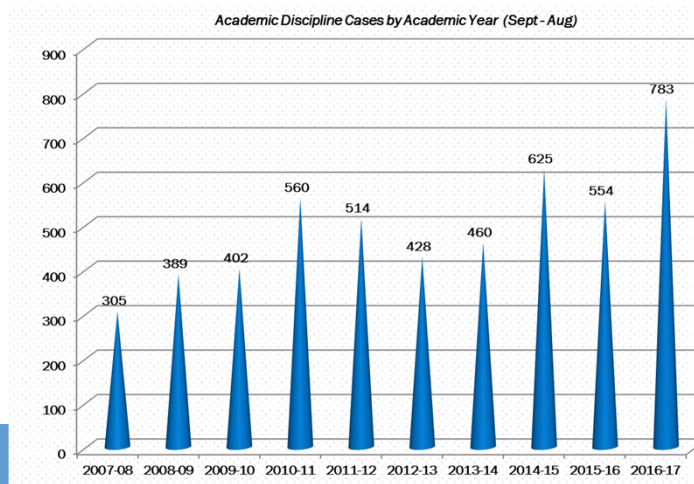
Stats: 2016-17 Academic Year

May 7, 2018

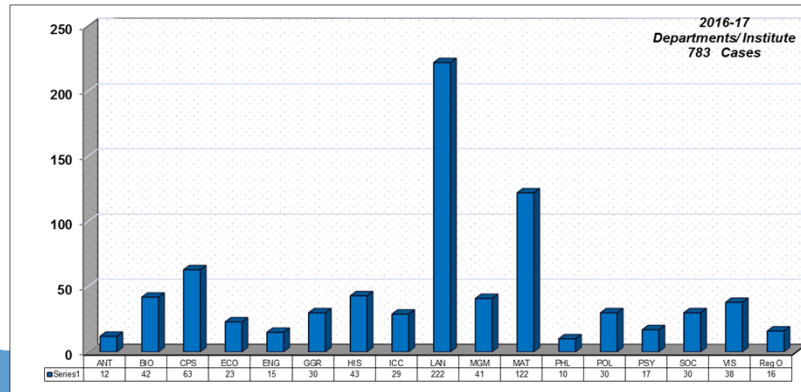
Lucy Gaspini, Manager, Academic Integrity & Affairs
Alexandra Di Blasio, Academic Integrity Assistant
Lisa Devereaux, Academic Integrity Assistant (on leave)
Office of the Dean



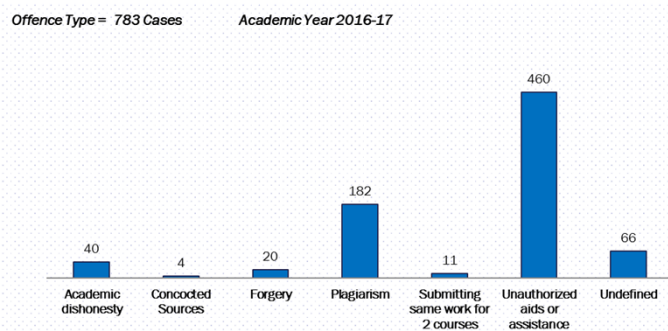
University of Toronto Mississauga



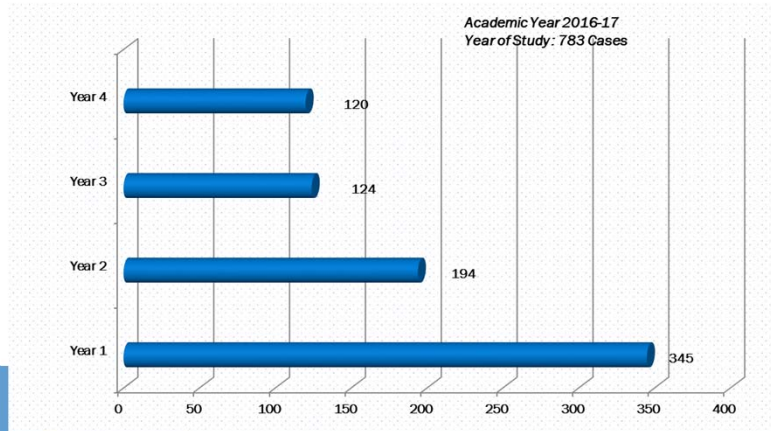
University of Toronto Mississauga Academic Discipline 2016 - 2017 By Departments/Institute



University of Toronto Mississauga Academic Discipline 2016-17 - By Offence Type



University of Toronto Mississauga Academic Discipline 2016 -17 - By Year of Study



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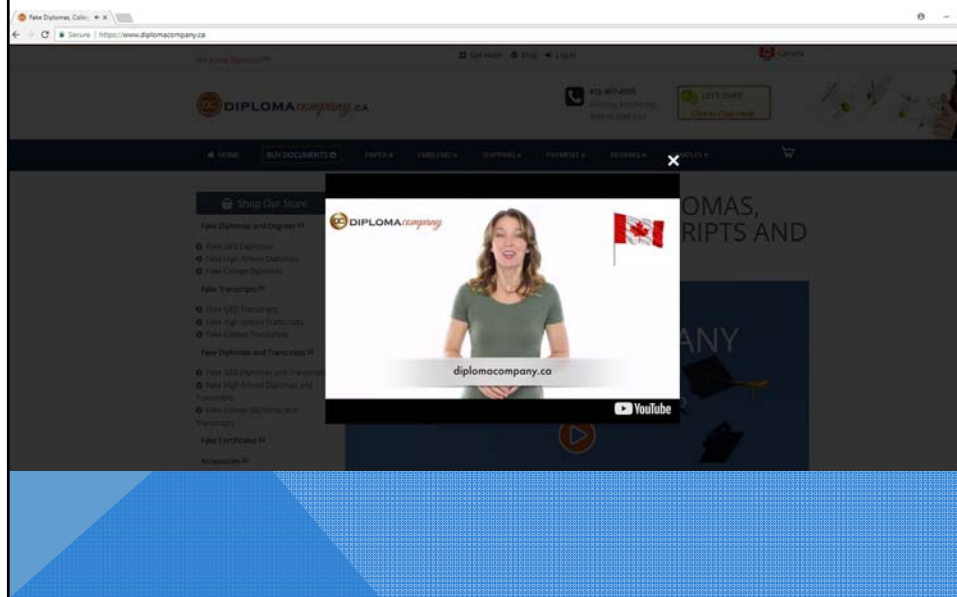
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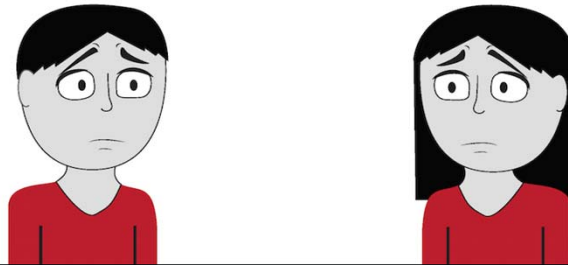
Information / Resources

- **The Code of Behaviour on Academic Matters**
<http://www.governingcouncil.utoronto.ca/policies/behavea.c.htm>
- **Academic Integrity: Office of the Dean Website**
<https://www.utm.utoronto.ca/academicintegrity/>
- **Turnitin.com** www.turnitin.com
- **Margaret Proctor's "How not to plagiarize"**
<http://www.writing.utoronto.ca/advice/using-sources/how-not-to-plagiarize>
- **Student's Rights & Responsibilities Series**
http://www.utoronto.ca/academicintegrity/Academic_integrity.pdf

**SUSPECTED OF COMMITTING AN ACADEMIC
OFFENCE?**

WHAT TO EXPECT

PRESENTED BY THE OFFICE OF THE DEAN



ACADEMIC INTEGRITY AT UTM

**SCENARIOS AND
SANCTIONS**

PRESENTED BY THE OFFICE OF THE DEAN

