



**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL  
REPORT NUMBER 5 OF THE ACADEMIC AFFAIRS COMMITTEE**

**MARCH 26, 2014**

To the Campus Council,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on March 26, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Ms Judith Poë, Chair  
Dr. Shay Fuchs, Vice-Chair  
Professor Deep Saini, Vice-President &  
Principal  
Professor Amy Mullin, Vice-Principal Academic  
and Dean  
Professor Bryan Stewart, Vice-Principal,  
Research  
Dr. Kelly Akers  
Professor Shyon Baumann  
Professor Tracey Bowen  
Professor Craig Chambers  
Professor Tenley Conway  
Ms Diane Crocker, Registrar and Director of  
Enrolment Management  
Ms Sara da Silva  
Professor Amrita Daniere, Vice-Dean, Graduate  
Dr. Louis Florence  
Professor Bernard Katz  
Ms Pam King  
Mr. Sheldon Leiba  
Dr. Mark Lippincott  
Mr. Leonard Lyn  
Professor Peter Macdonald  
Ms Sue McGlashan  
Professor Heather Miller  
Professor Kent Moore  
Professor Esteban Parra  
Dr. Christoph Richter  
Mr. Masood Samim  
Professor Erik Schneiderhan  
Professor Alison Syme  
Professor Holger Syme  
Professor Mihkel Tombak  
Ms Edith Vig

Mr. Ian Whyte, Chief Librarian  
Dr. Kathleen Wong

**Non-Voting Assessors:**

Prof. Ulli Krull, Vice-President, Special  
Initiatives

**Regrets:**

Professor Varouj Aivazian  
Ms Laasya Annadevara  
Mr. Hamza Ansari  
Professor Andreas Bendlin  
Professor Jill Caskey  
Professor Philip Clark  
Ms Sarah Elborn  
Professor Charles Elkabas  
Mr. Simon Gilmartin  
Ms Shelley Hawrychuk  
Dr. Stuart Kamenetsky  
Professor Peter Loewen  
Professor Yael Karshon  
Ms Sobia Khan  
Professor Emmanuel Nikiema  
Professor Kathy Pichora-Fuller  
Mr. Mark Overton, Dean of Student Affairs  
Mr. Michael Paulin  
Professor Sasa Stefanovic  
Professor David Francis Taylor  
Professor Shafique Virani  
Professor Anthony Wensley  
Professor Kathi Wilson  
Dr. Maria Wesslen

**In Attendance:**

Ms Melissa Berger, Program and Curriculum Officer, Office of the Dean  
Len Brooks, Director, Masters of Management and Professional Accounting (MMPA)

**Secretariat:**

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

**1. Chair's Remarks**

The Chair welcomed members to the meeting.

**2. Report from the UTM Research Office: Professor Bryan Stewart, Vice-Principal, Research**

The Chair invited Professor Bryan Stewart, Vice-Principal, Research to begin his presentation<sup>1</sup> on Research at UTM. Professor Stewart informed members that the mandate of the UTM Research Office was to be competitive on the national and international stage, promote a culture of research excellence and engage in research communication, outreach and partnership. The Research Office developed several activities to promote these values including the UTM Research Council, which would meet on a monthly basis and discuss research issues and items that impact research. This year the Research Council adjudicated an internal research funding competition created to promote research on campus, funds were allocated for research and scholarly activity as well as events for outreach and promotion of research. Other activities included the Excellence Lectureship, UTM Spring Book Launch and Thirsty Thursdays, a research and networking social.

Professor Stewart gave an overview of research funding at UTM, indicating that total research funding was approximately \$9 million per year. Sources of funding included the Tri-Council Agencies, Canada Research Chairs (CRC), Canadian Foundation for Innovation (CFI), and Global Research in Paediatrics (GRiP). Monitoring of research trends show that funding was maintained at steady levels, with a small decline in GRiP funding which is cyclical. There was an increase in Canadian Institutes of Health Research (CHIR) funding as UTM hired more faculty eligible for biomedical funding. The decline in GRiP funding was offset with two CFI awards worth over \$1 million combined. Professor Stewart noted that on a national scale, UTM has been more successful in acquiring Tri-Council funding. Professor Stewart highlighted research at UTM by providing members an overview on several research endeavors on campus.

A member asked if there were common criteria used in evaluating applications for research funding. Professor Stewart responded that different organizations would have varying criteria, however the emphasis has been on research excellence, a strong track record for teaching and research, quality of the report and ability to show outcome. A shift in research funding occurred in that funding has been increasingly directed towards more specialized areas. Professor Stewart emphasized that research no longer occurred in silos; researchers had to engage in outreach and partnership.

A member asked for data regarding per capita research funding at UTM, and Professor Stewart advised that such current figures were not available. The Chair asked Professor Stewart to follow up at a future meeting.

In response to a member's question, Professor Stewart advised that oversight of research in the area of teaching and pedagogy was done in collaboration with the Office of the Dean.

---

<sup>1</sup>Go to the following link for the Prezi presentation: [http://prezi.com/39jojzsy6gx/?utm\\_campaign=share&utm\\_medium=copy](http://prezi.com/39jojzsy6gx/?utm_campaign=share&utm_medium=copy).

### **3. Reviews of Academic Programs and Units: Professor Amy Mullin, Vice Principal, Academic & 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 reviews are then forwarded to the Committee on Academic Policy and Programs (AP&P) for consideration. The Chair invited Professor Mullin, Vice-Principal Academic & Dean to present the annual report on external reviews of departments and programs for the year 2012-13<sup>2</sup>. Professor Mullin informed Committee members that external reviews occurred at intervals of 8 years and were supervised by the provincial Quality Council which was responsible for the auditing process. The role of the reviewers was to determine the quality of the program or department and make recommendations for areas of opportunity.

The Chair provided an overview of the process by which the AP&P considers reviews through group work. The group would consider the following three questions when evaluating reviews: Does the summary adequately summarize the content of Does the Dean's response address all concerns identified by the reviewers? And is there a need for any follow up on the review or any section to be highlighted to the Academic Board.

For 2012-13, Master of Management and Professional Accounting (MMPA) and Diploma in Investigative and Forensic Accounting (DIFA) were reviewed together. Professor Mullin highlighted the positive elements of the reviews including, high quality applicants, quality of experiential learning and innovative components, strong relationships with external professional organizations and visionary efforts of current Director. The areas of opportunity included the following: a review of the mix of students and a suggestion to grow the program's domestic applicant pool; an assessment of optimal tuition with respect to recruitment; modify the DIFA program; and address sustainability of resources and the administrative support structure. In response, an implementation plan was created, which included steps to introduce interview screening to gauge students' communication skills, limit tuition increases and increase bursaries for domestic students. Other responses included three new hires in accounting, the possible development of the DIFA program into a Masters program, the hire of a senior professor in accounting and the development of a Professional Accounting Centre.

### **4. Addition of Streams to the Existing Bachelor of Business Administration (B.B.A) Management Specialist Program**

The Chair reminded members that major and minor modifications to existing degree programs were considered for approval by this Committee. The Chair then invited Professor Mullin to introduce the item. Professor Mullin informed members that the Department of Management at UTM proposed to create a stream within the Bachelor of Business Administration (B.B.A) Management specialist program, dividing the existing specialist program into two streams. She indicated that streams provided an opportunity for innovation within existing programs. The Management stream was identical to the present, undifferentiated program and would share a common core of courses with the second stream, called Human Resource Management and Industrial Relations (HRMIR). Each stream possessed specific requirements unique to that stream. The purpose of the new HRMIR stream was to equip students with a comprehensive knowledge and skill set necessary for effectively leading organizations. Upon graduation, students will also have fulfilled the degree and coursework requirements stipulated by the Human Resources Professionals Association (HRPA) certification process to achieve the Certified Human

---

<sup>2</sup>A copy of the presentation is attached as Attachment A.

Resources Professional (CHRP). Graduates of this program would be eligible to immediately take the exam necessary for that designation.

The UTM departments of Management, Economics, Sociology and Historical Studies were consulted and were in full support. Also consulted and in support, were the Chair of the Department of Management, UTSC, Directors of Rotman Commerce and Centre of Industrial Relations and Human Resource Management, Principal of Woodsworth College and Robert Gillespie Academic Skills Centre (RGASC). The proposed HRMIR stream was met with great enthusiasm by students in the existing program. The Human Resource Professionals Association (HRPA) and its own Peel Chapter in Ontario would be most relevant to this program and would work closely with UTM to ensure that course outlines and coursework requirements are approved well before the commencement of the stream. The proposed changes would involve 3.0 new FCEs and the increase in teaching will be met by a new tenure-stream faculty member in Organizational Behavior and Human Resource Management (OBHRM) at UTM, a hire in keeping with the Department of Management academic plan of 2012. Professor Mullin also thanked Professor Soo Min Toh for her work in developing this proposal as it was the first stream to be implemented at UTM.

A member asked for clarification on the difference between a B.B.A compared to a Bachelor of Commerce degree. Professor Tombak, Chair, Management responded that the Bachelor of Commerce is a joint program with the Department of Economics and students focused on economics courses, whereas the B.B.A was designed to be a generalist degree. He added that the trend has been to provide more specialization within the B.B.A, as evidenced through the introduction of streams, to respond to changing employer and industry needs. As a follow up the member asked what types of employers generally recruit B.B.A grads, to which Professor Tombak responded that it was primarily financial institutions.

Professor Saini asked if this would impact enrolment in the B.B.A. and Professor Mullin responded that this would increase the applicant pool and correspondingly increase enrolment targets.

A member pointed out that the name of the HRMIR in the cover documentation should read Human Resource Management and Industrial Relations<sup>3</sup>.

A member asked if the implementation date of September 1, 2014 signalled that the department would admit first year students to this stream as of this date. Professor Tombak responded that the streams and/or specializations were generally chosen by upper year students, therefore currently enrolled students would be more inclined to take advantage of this option.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

That the proposed creation of two streams, one called Human Resource Management and Industrial Relations, which is entirely new, and one called Bachelor of Business Administration (B.B.A) Management Specialist, which reflects the Learning Outcomes of the original undifferentiated program, be approved within the Bachelor of Business Administration (B.B.A) Management specialist program, as recommended by the Vice-Principal Academic & Dean, Professor Amy Mullin, in the proposal dated February 25, 2014, effective September 1, 2014.

---

<sup>3</sup> Secretary's Note: Correction was made to the cover documentation, which originally indicated the program name as Human Resources Management Industrial Relations instead of Human Resource Management and Industrial Relations.

## **5. New Minor in Visual Culture, Department of Visual Studies**

The Chair reminded members that the introduction of a new freestanding minor where there is no existing major or specialist program was considered to be a major modification. Professor Mullin introduced the item, a proposal by the Department of Visual Studies to create a new minor in Visual Culture. Currently, the Department of Visual Studies offered programs in Art History, Cinema Studies and Visual Culture and Communication (VCC), a joint program with Institution for Communication, Culture, Information and Technology (ICCIT) and Sheridan College. The new minor in Visual Culture would allow students the opportunity to take Department of Visual Studies course offerings for the VCC program, which were characterized by a more humanistic, critical approach to the study of images as opposed to the communications-oriented and practical courses offered by the joint program.

The new minor also drew from other departments including Anthropology, English and Drama and Historical Studies. Professor Mullin noted that the new minor would be geared towards preparing students for graduate studies in Visual Culture or other areas of Visual studies and/or for careers in media, design, marketing, public relations, business in the arts and culture industries. Except for the VCC specialist program, no degree offerings in Visual Culture existed at UTSC and UTSG. Consultation was extensive and included the RGASC, UTM Visual Studies Faculty and students, Chairs of Anthropology, Historical Studies, English and Drama, Sociology, and the Director for ICCIT. All were in support of the proposal.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the proposed New Minor in Visual Culture, offered by the Department of Visual Studies, as recommended by the Vice-Principal Academic & Dean, Professor Amy Mullin, in the proposal dated February 25, 2014, be approved, effective September 1, 2014.

## **6. Course Changes & New Courses in the Masters of Management & Professional Accounting (MMPA) Program**

The Chair reminded members that major and minor modifications to existing degree programs were considered for approval by this Committee. The Chair invited Professor Daniere, Vice-Dean Graduate, to present the item. Professor Daniere advised members that the MMPA program sought changes to existing courses as well as enhancing their suite of course offerings with the addition of four new courses. She explained that these changes were in response to the merger of the three Canadian professional accounting designations and the globalization of accounting standards and practices. The three largest Canadian professional accounting designations would form a new designation of Chartered Professional Accountants (CPA). Also, the MMPA program was accredited by the Association to Advance Collegiate Schools of Business (AACSB) and maintaining this accreditation was important to the University. These requirements prompted a change in the MMPA program which included: the addition of four new courses (MGT1181H, MGT2200H, MGT2283H and MGT2248H), change in course weight and designator (MGT1260H, MGT1102H, MGT1350H), six course name changes, and one course deactivation (MGT2273H). The change to program requirements enabled courses to be counted towards program completion and ensured that the appropriate increase or reduction in credit weight was properly reflected for students. Professor Daniere noted that the number of changes appeared extensive, but that the overall net FCE change was minimal, at 0.75 FCE. The requirement for additional teaching resources would be met with existing resources. Professor Daniere noted that the course changes and additions were being submitted to this Committee for initial approval so that they would be included in the School of Graduate

Studies calendar. The effects of these changes in a broader context of a major modification would be presented at the next meeting of AAC.

The Chair asked if 0.25 FCE courses were unique to the MMPA, to which Professor Daniere responded they were not. The Registrar advised members that 0.25 FCE courses were also used in some undergraduate departments.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the course changes and new courses proposed by the Masters of Management & Professional Accounting (MMPA) program, offered by the Institute for Management and Innovation (IMI), recommended by the Vice-Principal Academic & Dean, Professor Amy Mullin, and described in the proposals dated February 28, 2014, be approved, effective on the date specified for each course in each proposal.

## 7. Assessor's Report

Professor Mullin advised members that the next meeting would include a proposal for program changes for MMPA, and that the Combined Bachelor and Masters of Teaching had been removed from the Committee's planned calendar of business for the current academic year, because the Ontario Institute for Studies in Education (OISE) was still waiting for feedback from the Provincial Government.

Professor Mullin elaborated on streams, explaining that they offered a new degree of flexibility for curricular change. She advised members that streams were optimal where there was significant overlap between an existing program and the one being created, as there would be a common core of courses, but sufficiently differentiated streams. Professor Mullin encouraged interested members to contact the Office of the Dean if for further information on the introduction of streams.

In response to a member's question about whether such streams would be reflected on the transcript of students, the Dean promised to consult with the Office of the Registrar and report back to members at the next meeting of the Committee.

## 8. Other Business

The Chair invited a member of the Committee, Ms Sue McGlashan who wished to inform members of the *Just in Time Algebra and Trigonometry for Students of Calculus* video tutorials that were developed for students who were not mathematics or computer science students. Ms McGlashan shared with members how this resource could be accessed<sup>4</sup>. She noted that the Department of Biology was the first to participate in the pilot project and added that the initiative was looking to expand to other interested departments. Ms McGlashan recognized Professor Shay Fuchs, from the Mathematical and Computational Sciences Department, who had created the videos. A member asked how these videos were different from those of the Khan Academy. Professor Fuchs responded that these videos were not taught in a video-lecture format, but were more interactive so that they catered to different learning styles.

---

<sup>4</sup> Please go to the following link for Pre-Calculus Videos: <http://www.utm.utoronto.ca/math-cs-stats/precalculus-videos>

Professor Alison Syme from the Department of Visual Studies also advised Committee members of in the development of modules and quiz banks for literacy improvement, which would be available on the Blackboard portal the fall of 2014.

## CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 9, Report of the Previous Meeting, be approved.

### **9. Report of the Previous Meeting: Report 4 – February 12, 2014**

### **10. Business Arising from the Report of the Previous Meeting**

### **11. Date of Next Meeting - Wednesday April 30, 2014 at 4:10 p.m.**

The Chair reminded members that the next meeting of the Committee was scheduled for Wednesday April 30, 2014 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

The meeting adjourned at 5:34 p.m.

---

Secretary  
March 29, 2014

---

Chair

# **External Reviews of Departments and Programs 2012-13**

Annual Report from Amy Mullin, Vice-Principal  
Academic & Dean to the Academic Affairs Committee

March 26, 2014



## **Quality Assurance Framework**

- Quality Assurance Framework is now in its fourth year.
- External reviews, governed by this framework, occur at intervals of no more than 8 years.
- Supervised by the provincial Quality Council, which is responsible for auditing the process.





## **Role of External Reviews**

- External reviewers are chosen on the basis of administrative experience and wide-respect within their fields. For graduate programs we typically choose one Canadian and one U.S. reviewer, in addition to one reviewer internal to the University.
- They assist in determining the quality of the program or department, make recommendations for improvement, and raise any significant areas of concern.



## **External Review Process**

- Preparation and submission of internal self-study by program director or departmental chair in context of widespread consultation with faculty, staff, cognate units and students.
- Templates and much of the data to be used in self-study provided centrally. Programs, research, teaching, governance and plans for the future to be discussed, along with measures of quality to assess the program or department against national and international peers.
- External reviewers visit campus for two days and prepare their report for the Dean. Important that report provides detailed evaluation of programs and curriculum.



## **Response to the External Review**

- Department chair or program director checks external review for any inaccuracies.
- The external review is forwarded to the provost's office. Provost provides summary and writes request for decanal response. Dean consults with program director/chair in preparing response.
- Review summary and decanal response are shared with Committee on Academic Policy & Programs (AP&P), Academic Board, and Academic Affairs Committee of Campus Council.



## **2012-13 Reviews**

Master of Management & Professional Accounting (MMPA)

Diploma in Investigative & Forensic Accounting (DIFA)

(reviews conducted together)



## **MMPA and DIFA External Review**

- Visit December 3-4, 2012
- Dr. Gordon Richardson, Rotman School of Management, University of Toronto
- Dr. Dan Simunic, Sauder School of Business, University of British Columbia
- Dr. Larry Parker, Case Western University
- Program Director (both programs) in 2012-13: Professor Leonard Brooks



## **Major Findings- Positive Elements**

- High quality applicants
- Quality and extent of experiential learning and other innovative components
- Strong relationships with external professional organizations
- MMPA students success on professional qualification examination
- Visionary efforts of current Director



## **Opportunities for Improvement/Enhancement**

- Review mix of students in MMPA program to support attainment of program goals (grow domestic applicant pool)
- Assess optimal tuition with respect to recruitment
- Reconceive DIFA to ensure future viability
- Address sustainability of resources and administrative structure to support programs



## **Implementation Plan**

- Interview screening undertaken to ensure all students have strong communication skills
- Limit tuition increases and increase bursaries for domestic students
- Three new hires in accounting made who teach on load in the graduate programs
- Reconceive DIFA program, consider Masters
- Hire senior professor in accounting before end of term of current Director
- Develop Professional Accounting Centre



## **Request for Follow up Report to AP&P**

- At time programs were reviewed, plans were to move them from the PGPC (Professional Graduate Program Centre) to IMI (Institute for Management and Innovation)
- IMI had not yet received governance approval
- Faculty often taught overload in programs
- Professional Accounting bodies interest in supporting a structure focused specifically on accounting



## **Response to Follow Up Request**

- IMI has been created, Director with extensive administrative experience
- Part of IMI's mandate to increase faculty teaching on load in its graduate programs.
- PAC (Professional Accounting Centre) created to stimulate research in professional accounting, increase interaction with professional bodies, develop academic resources, raise visibility of programs in accounting
- Current program director has prepared report with respect to future of DIFA. Consultations about possibility of developing a Masters program to replace the Diploma program are currently underway.

