



**UTM CAMPUS COUNCIL MEETING**

**Wednesday, April 23, 2014 at 4:10 p.m.**

**Council Chamber, Room 3130, William G. Davis Building**

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**AGENDA**

**1. Chair's Remarks**

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*IN CAMERA SESSION*

**2. Appointments: 2014-15 Community Members of the University of Toronto Mississauga Campus Council and Campus Affairs Committee+**

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**3. Report of the Vice-President & Principal**

**4. Report from the UTM Research Office: Professor Bryan Stewart, Vice-Principal, Research (for information)**

**5. Reviews of Academic Programs and Units: Professor Amy Mullin, Vice Principal, Academic & Dean\* (for information)**

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**CONSENT AGENDA \*\***

**6. Report of the Previous Meeting:** Report 4 of the UTM Campus Council, March 5, 2014

**7. Reports for Information**

- a. Report 5 of the Agenda Committee (April 10, 2014)
- b. Report 5 of the Academic Affairs Committee (March 26, 2014)

**8. Date of the Next Meeting – Thursday May 29, 2014 at 4:10 p.m.**

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+ Confidential documentation included for members only

\* Documentation included

\*\* Documentation for consent item included. This item will be given individual consideration by the Campus Council only if a members so requests. Members with questions or who would like a consent item to be discussed by the Campus Council are invited to notify the Committee Secretary Mariam Ali at least 24 hours in advance of the meeting by telephone at 905-569-4358 or by email at [mariam.ali@utoronto.ca](mailto:mariam.ali@utoronto.ca)

**9. Question Period**

**10. Other Business**

+ Confidential documentation included for members only

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Please go to this link for the Presentation:

<http://prezi.com/39jozsy6gx/university-of-toronto-mississauga/>

# External Reviews of Departments and Programs 2012-13

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Annual Report from Amy Mullin, Vice-Principal  
Academic & Dean to the UTM Campus Council

April 23, 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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.

**REVIEW SUMMARY**

<b>Program(s) under review:</b>	Master of Management & Professional Accounting, MMPA Diploma in Investigative & Forensic Accounting, DIFA
<b>Division/Unit under review:</b>	<i>Review of programs only; programs are housed in the Professional Graduate Program Centre (PGPC), University of Toronto Mississauga</i>
<b>Commissioning Officer:</b>	Vice-Principal Academic and Dean, UTM
<b>Reviewers (Name, Affiliation):</b>	<ol style="list-style-type: none"> <li>1. Dr. Gordon D. Richardson, KPMG Professor of Accounting, Joseph L. Rotman School of Management, University of Toronto</li> <li>2. Dr. Dan A. Simunic, Professor and CGA Chair in Accounting, Sauder School of Business, University of British Columbia</li> <li>3. Dr. Larry M. Parker, Professor and former Chair, Department of Accountancy, Weatherhead School of Management, Case Western University</li> </ol>
<b>Date of review visit:</b>	December 3-4, 2012

<b>Previous Review Date:</b>	November 2007 (part of review of Department of Management, UTM)
<b>Summary Findings and Recommendations of Previous Review:</b>	<p><b>1. Undergraduate Program (none)</b></p> <p><b>2. Graduate Programs (MMPA, DIFA)</b></p> <p><b>The reviewers observed the following strengths:</b></p> <ul style="list-style-type: none"> <li>• Very impressive, innovative programs</li> <li>• Respond to important needs</li> <li>• Offered and managed at a high level of quality</li> <li>• Students satisfied overall; very enthusiastic about the quality of teaching and work placements</li> <li>• 46% of MMPA students found co-op positions in Big 4 accounting firms in last 3 years</li> </ul> <p><b>The reviewers identified the following areas of concern:</b></p> <ul style="list-style-type: none"> <li>• Students would like dedicated study and social space to network and build community</li> <li>• Students' access cards do not allow weekend entry to the St. George campus building, including the library</li> </ul> <p><b>The reviewers made the following recommendations:</b></p> <ul style="list-style-type: none"> <li>• While there are good arguments for converting DIFA to a Master's degree program, first secure sufficient tenure-stream faculty to teach in a Master's level program</li> </ul> <p><b>3. Faculty/Research</b></p> <p><b>4. Administration</b></p> <p><b>The reviewers observed the following strengths:</b></p> <ul style="list-style-type: none"> <li>• DIFA program partnership with Montreal's École des Hautes Études Commerciales (HEC) and the Canadian Institute of Chartered Accountants (CICA)</li> <li>• Strong support of the MMPA program by the Big 4 accounting firms</li> </ul>



	<ul style="list-style-type: none"> <li>• Expert leadership</li> </ul> <p><b>The reviewers identified the following areas of concern:</b></p> <p><b>The reviewers made the following recommendations:</b></p> <ul style="list-style-type: none"> <li>• Golden opportunity for raising funds from Big 4 accounting firms because MMPA provides a unique source of talented professionals</li> <li>• Funds could be used to support or endow Chairs in Accounting to provide additional senior research and program leadership</li> </ul>
<b>Last OCGS Review(s) Date(s):</b>	MMPA: 2004-05, Good Quality DIFA: 2005-06, Approved to Commence

**CURRENT REVIEW**

**DOCUMENTATION PROVIDED TO REVIEWERS:**

- Covering Memo
- Itinerary
- Terms of Reference
- External Reviewer Appraisal Report Template
- Self-Study (MMPA + DIFA) & Appendices
- Faculty CVs
- OCGS:
  - MMPA Appraisal Report December 2006
  - MMPA SGS Response May 2007
  - MMPA Review Outcome July 2007
  - DIFA Appraisal Report
  - DIFA UofT Response to OCGS Appraisal
  - DIFA Approval to Commence
  - DIFA Memo – Motion for Commencement
- Graduate Level DLEs
- Tri-Campus Framework
- MMPA/DIFA Letter of Intent
- University of Toronto Facts & Figures 2011
- SGS Academic Calendar
  - Excerpt for the PGPC 2011-2012
- School of Graduate Studies Viewbook
- MMPA Viewbook 2012
- DIFA Viewbook 2012

**CONSULTATION PROCESS:**

The reviewers met with the Vice-Principal Academic and Dean; Vice-Dean Graduate; Director and Associate/Assistant Directors of the MMPA & DIFA Programs; Students; junior and senior Faculty; Administrative Staff; Industry Partners and Representatives; Employers; Alumni; Department of Management Chair; along with the Dean, Graduate Studies & Vice-Provost Graduate Education.

**FINDINGS AND RECOMMENDATIONS - OVERALL ASSESSMENT AND SPECIFIC ISSUES IDENTIFIED IN REVIEW REPORT**

**1. Undergraduate Program (none)**

**2. Graduate Program (Master of Management & Professional Accounting, MMPA; Diploma in Investigative & Forensic Accounting, DIFA)**

**A. Master of Management & Professional Accounting, MMPA**

**The reviewers observed the following strengths:**

- Overall quality
  - “Highly successful”, best program of its kind worldwide
  - Unique hybrid program “combines the best of an MBA degree with a professional master’s degree” providing both management skills and the accounting knowledge necessary to enter the accounting profession
  - Program has “potential to be among the elite” professional graduate programs at U of T
- Curriculum and program delivery
  - Curriculum (especially experiential learning), delivery and placement “set the standard” for competitor programs
  - Impressive emphasis on integrated learning, communication, effective teamwork and leadership
  - Dedicated faculty
- Assessment of learning
  - Appropriate methods for evaluating student achievement
- Quality indicators
  - High quality international applicants
  - “Truly impressive” 83% pass rate on 2012 Uniform Final Examination (examination leading to the accounting profession)
  - Highly sought-after graduates because of breadth of management training in addition to accounting knowledge, and skills in communication, teamwork and leadership
  - CMA Ontario is very pleased with program quality
- Outreach / Promotion
  - “Value added” hybrid program is “a strong product with clear selling points”

**The reviewers identified the following areas of concern:**

- Curriculum and program delivery
  - Mix of students creates challenges for effective delivery of some classroom learning outcomes
  - Research-oriented accounting faculty at Rotman have little or no involvement with MMPA
  - Rotman faculty access MMPA students only by teaching on overload
  - “Dilution” of co-op requirement from 8 to 6 months (further dilution possible)
  - One of the Big 4 accounting firms has stopped participating in co-op placements
- Quality indicators
  - Some students feel some courses are “insufficiently challenging”
  - Student concerns that quality of placements, especially for international students, may not be sufficient to qualify as appropriate experience to sit for the Chartered Accountant examination
- Enrolment
  - “Unsustainable” student mix (57/81 of year-1 students are international) a strain on co-op placements and negatively impacts classroom dynamics, level of academic challenge and graduate job placements
- Student funding
  - High tuition poses challenges for student recruitment
- Outreach / Promotion
  - Need for greater brand clarification and visibility (confusion regarding distinctiveness of the MMPA in relation to the MBA or Masters of Accounting)
  - Given current challenges with placements, advertising that 100% of students secure co-op placements is “potentially misleading”

**The reviewers made the following recommendations:**

- Curriculum and program delivery
  - Program should be aware of changing standards in AACSB accreditation
  - Consider creating rotating research fellow positions to encourage interaction between Rotman accounting faculty and MMPA students
- Quality indicators
  - Consider a longitudinal study of MMPA alumni; results would likely assist in enhancing brand visibility
- Enrolment

- Reviewers “strongly recommend” returning international/domestic student mix to 50/50
- Student funding
  - University should consider optimal tuition levels before fundraising for bursaries
  - Consider offering bursaries, teaching or research assistantships to domestic students

## B. Diploma in Investigative & Forensic Accounting, DIFA

### The reviewers observed the following strengths:

- Overall quality
  - DIFA compares favorably with other programs of its kind
- Objectives
  - Unique vehicle for Canadian Institute of Chartered Accountants (CICA) members to obtain specialist designation in investigative and forensic accounting (CA●IFA)
  - Clear objectives
  - Program goals “entirely consistent” with UTM’s
- Curriculum and program delivery
  - Sound online delivery technology
  - Largely online delivery creates flexibility regarding geographic range of prospective students
- Assessment of learning
  - All constituents are satisfied with methods of assessment of learning
- Quality indicators
  - High quality students from a variety of backgrounds
  - Students have considerable business experience
  - DIFA graduates are “certainly employable”
  - Students happy with their overall educational experience
  - Faculty pleased to teach in the program

### The reviewers identified the following areas of concern:

- Objectives
  - Future status of the CA●IFA designation is in doubt due to possible merger talks among professional bodies
  - Program leads to diploma (low visibility outside GTA) rather than graduate degree
- Curriculum and program delivery
  - Some students would like more face-to-face learning opportunities
  - Some students would like enhanced online environment (e.g. webinars, podcasts)
  - Program viewed as difficult relative to credential received
  - Limited participation of tenure-stream research-oriented faculty in program delivery an issue in the context of possible conversion to MIFA
- Quality indicators
  - Limited economic success of forensic accounting specialty decreases demand for program
  - Students who do not receive employer financial support tend to vary in quality
- Enrolment
  - “Bleak” future enrolment prospects
- Student funding
  - Program viewed as expensive
  - Currently only about 50% of students currently receive financial support from their employers (used to be majority)

### The reviewers made the following recommendations:

- Objectives
  - Consider developing a master’s program (MIFA) that could attract students from North America and beyond seeking a “very high quality education and training experience” leading to a widely recognized credential
- Curriculum and program delivery
  - If a MIFA were created, program would require greater technological innovation and investment

- If a MIFA were created, more courses would need to be taught by tenure-track research-oriented faculty
- Enrolment
  - Reviewers do not recommend maintaining the program's status quo (eventually declining enrolment would make the DIFA unviable)
- Outreach / Promotion
  - Consider conducting marketing research to determine global demand for a possible MIFA

### 3. Faculty/Research

#### The reviewers observed the following strengths:

- Overall quality
  - Good research in accounting at UTM
- Faculty
  - Several promising research hires at junior level

#### The reviewers identified the following areas of concern:

- Faculty
  - Sufficiency of faculty resources in view of upcoming AACSB accreditation (possibly 2013)

#### The reviewers made the following recommendations:

- Research
  - Explore ways to ensure that students are exposed to current research in accounting and related disciplines
- Faculty
  - Consider recruiting externally for full professor in accounting and internally for faculty to serve as directors of MMPA and DIFA programs

### 4. Administration

#### The reviewers observed the following strengths:

- Relationships
  - MMPA: Excellent morale; "incredible enthusiasm and support" from accounting and non-accounting faculty
  - DIFA: high morale of students, graduates and faculty
  - Representatives of the ICAO and CMA Ontario view MMPA as "vitaly important" to the professional accounting bodies
  - DIFA has very strong relationship with Canadian Institute of Chartered Accountants
  - Practice community would likely support MIFA "given Canada's tradition of excellence in this area"
- Planning / Vision
  - "Visionary" efforts of Director

#### The reviewers identified the following areas of concern:

- Relationships
  - Morale of faculty does not reflect uniqueness of MMPA
  - Perceived orphaned status of the program since its departure from Rotman
  - Rotman faculty have impression that teaching in MMPA program is not encouraged by Rotman
- Organizational and financial structure
  - Problems related to a legacy organizational structure: MMPA director has no budgetary or hiring authority for full time faculty
  - Teaching in MMPA does not count toward load or merit evaluation; 92% of MMPA teaching is done on overload basis
  - Heavy administrative load for MMPA/DIFA director
- Planning / Vision

- Reviewers do not feel the IMI proposal addresses concerns regarding the need to develop a sustainable administrative structure to support the programs; feel that programs' visibility and self-determination would be reduced
- Lack of succession planning for the current Director who plans on retiring within the next three to four years; need for program advocate
- Alumni would like better relations and better visibility and brand clarification of the MMPA

**The reviewers made the following recommendations:**

- Relationships
  - Explore ways to support more integration with St. George campus
- Organizational and financial structure
  - Consider whether efficiencies associated with creation of the proposed IMI could address director's heavy administrative load
- Planning / Vision
  - Develop a sustainable administrative structure to support programs' continued growth and success, including enhancing the programs' visibility and marketability, and increased self-determination (possibilities include creating a UTM Department of Accounting or School of Accountancy)
  - Consider working with business community to create bursaries for domestic MMPA students
  - Create a succession plan for the MMPA director
  - Consider adding an academic director to share the administrative load

**ADMINISTRATIVE RESPONSE – Appended**



UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

MARCH 5, 2014

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on March 5, 2014 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

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Mr. John Switzer, Chair  
Professor Hugh Gunz, Vice-Chair  
Professor Deep Saini, Vice-President & Principal  
Ms Kelly Akers  
Mr. Jeff Collins  
Professor Shay Fuchs  
Mr. Simon Gilmartin  
Mr. Kevin Golding  
Ms Pam King  
Dr. Rav Kumar  
Mr. Nykolaj Kuryluk  
Dr. Joseph Leydon  
Ms Alice Li  
Ms Judith Poë  
Mr. Ron Racioppo  
Mr. Masood Samim  
Mr. David Szwarc

**Non-Voting Assessors:**

Mr. Paul Donoghue, Chief Administrative Officer  
Mr. Mark Overton, Dean of Student Affairs

**Regrets:**

Ms Melissa Berger  
Mr. Neil Davis  
Dr. Rav Kumar  
Mr. Sheldon Leiba  
Mr. Muhammed Mahmood  
Professor Kathy Pichora-Fuller  
Professor Mihaela Pirvulescu  
Dr. Karima Velji

**In Attendance:**

Mr. Lee Bailey  
Mr. Arthur Birkenbergs  
Ms Sonia Borg, Assistant Director Ancillary & Student Services, Business Services  
Ms Alison Burnett, Director, Health & Counselling Centre, Health & Counselling Centre  
Ms Christine Capewell, Director, Business Services  
Ms Diane Crocker, Registrar  
Professor Amrita Daniere, Vice-Dean Graduate  
Ms Sally Garner, Executive Director, Planning & Budget Office  
Mr. Hassan Havili  
Ms. Megan Jamieson  
Mr. Walied Khogali, Executive Director, UTMSU  
Ms Peili Liu, Financial Officer-Student Services, Business Services  
Professor Scott Mabury, Vice-President, University Operations  
Professor Heather Miller  
Ms Jeanette Dias D'Souza, Director Operations, Management  
Professor Sasa Stefanovic  
Ms Melissa Theodore, Vice-President External, UTMSU  
Professor Anthony Wensley

**Secretariat:**

Mr. Louis Charpentier, Secretary of the Governing Council

Mr. Jim Delaney, Acting Assistant Secretary of the Governing Council  
 Ms Cindy Ferencz Hammond, Director of Governance  
 Ms Mariam Ali, Committee Secretary

The meeting began *in camera*.

### 1. Chair's Remarks

The Chair advised members of Council that members of the Standing Committees had been invited to hear agenda item 4, a presentation on the University of Toronto Operating Budget.

The Chair pointed out to members a slight change in the introductory wording of the motions under items 5b and 6: "Be It Resolved" was to be preceded by "Subject to confirmation by the Executive Committee" to provide clarity about the process. This notation will be included in addition to the governance path that is outlined in the cover sheets to items and will apply for all such items that are subject to Executive Committee confirmation going forward.

### 2. Appointments to the 2014 UTM Nominating Committee (for approval)+

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED,

THAT Professor Mihaela Pirvulescu (teaching staff member of the Campus Council) and Ms Alice Li (student member of the Campus Council) be appointed to serve on the Agenda Committee when the Committee serves as a Nominating Committee of the UTM Council.

The Committee moved into open session.

### 3. Report of the Vice-President & Principal

Due to the number of items on the agenda, the Chair advised members Professor Saini, Vice President and Principal would forego his Report.

### 4. University of Toronto Operating Budget – Highlighting the UTM Budget: Presentation from Professor Scott Mabury, Vice-President, University Operations and Ms Sally Garner, Executive Director, Planning & Budget Office (for information)

The Chair advised members that the future roles of the CAC and Campus Council in the UTM Campus operating budget prior to consideration of the University's operating budget by the Governing Council were yet to be defined clearly. As the University's operating budget was being taken through the appropriate bodies of the Governing Council for consideration, it was considered important to receive this presentation as the review process completed its course through governance. In the presentation the Vice-President University Operations, Professor Scott Mabury, as well as Ms Sally Garner, Executive Director, Planning and Budget Office, would highlight UTM's budget within that of the University. The Chair also noted there would be an expanded Budget Presentation held on March 25, 2014 at 4:00 p.m. in Rm. 3130,

W.G. Davis Building, for all those interested. Professor Mabury and Ms. Sally Garner's presentation<sup>1</sup> included the following key points:

- Ms. Garner explained that the context for the Budget involved several factors, including low interest rates, the declining Canadian dollar, differentiation, tuition framework, declining public investment, internationalization and a provincial deficit of approximately \$12 billion;
- In 2014 a balanced budget was projected at the institutional level (\$2.0 billion) in 2014-15;
- There was strong undergraduate growth at UTM and UTSC, with increased focus in the future on graduate enrolment expansion;
- The Provincial operating grant as a share of total operating revenue decreased from 44 % in 2006-07 to 32 % in 2014-15;
- Budget assumptions related to revenue: value of Basic Income Unit (BIU); enrolment growth; endowment income and funding of indirect costs of research;
- \$164 million in financial assistance was provided by the University to its students in 2012-2013 and \$147 million in external funding and employment income for graduate students;
- 46 % of UofT students are eligible for OSAP;
- OSAP-eligible undergraduate students at UofT paid an average of 48% net tuition in 2012-13 after accounting for OSAP, University bursaries and the Ontario Tuition Grant;
- The Canadian student debt service load had declined as a percentage of after-tax income;
- The Academic Divisions' priorities for 2014-15 include UTM's and UTSC's expansion in positions, space, services; tenure and teaching stream hiring, curriculum changes, online course delivery, capital projects (Law, Engineering, Architecture) and experiential learning;
- University Fund allocations totaled \$10.5 million, including a one-time-only \$4.0 million capital matching for UTM and UTSC;
- Allocations to Shared Services totalled 16% of the 2013-14 budget. Priorities for 2014-15 included Student Services, deferred maintenance, divisional campaign support, library collections, copyright compliance and IT upgrades;
- Pension Special Payments and other related costs cumulative for 2014-15 amounted to \$92 million;
- Structural budget challenge: Weighted average increase in revenue is 2.6% and weighted average increase in expense is 4.1%;
- New categories for reporting divisional reserves included infrastructure reserve, endowment matching, operating contingency, research support and student aid;

In response to a member's question, Ms Garner responded that the budget did not integrate capital spending and academic priorities; as capital expenditures were not included in the operating budget.

A member asked if the 5 percent increase in compensation costs was due to increases in starting offers for faculty, which Ms Garner clarified was not the case. That figure related specifically to year over year increases in compensation in a steady state and did not take into account a period of expansion.

Professor Saini commented on graduate domestic students who became ineligible for government funding, explaining that once a PhD student was enrolled for more than five years, the funding commitment from the government was eliminated, which limited the capacity of the University to accept more students. In response to a member's question, Professor Mabury responded that the University was looking into ways to mitigate this by exploring how enhanced training for graduate students would facilitate smoother transitions especially for non-academic careers.

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<sup>1</sup>A copy of the presentation is attached as Attachment A.



A member asked if the St. George campus's growth had flattened due to concerns of physical space and capacity. Professor Mabury responded the Faculty of Arts and Science had reached a faculty/student ratio with which they were comfortable and were moving towards graduate enrolment expansion, and that the issue was not only of capacity but of academic quality. A member asked how the decision was made as to where growth should begin to taper off at UTM. Professor Mabury responded that enrolment decisions were made in a consultative process involving the Provost and the Academic Division heads. The Chair also noted that such decisions were made within the framework of the Towards 2030 strategic plan.

A member commented on the decrease in planned international student intake (from 19 percent in 2013-14 to 17 percent in 2014-15) and asked if this were due to a planned decrease in enrolment. Professor Saini responded the tuition framework would reduce the delta of incremental increases from enrolment increases, and that the campus was reaching its saturation point for international students intake which would be capped at 20 percent in steady state.

In response to a query for net tuition figures for UTM, Professor Mabury advised that those would be provided at the expanded budget presentation planned for March 25. Ms Diane Crocker, Registrar noted that almost 60 percent of students at UTM are eligible for need-based aid.

## **5. Operating Plans and Fees: UTM Student Services**

### **a. Advice from the Quality Service to Students Committee (QSS) (for information)**

The Chair invited Professor Joseph Leydon, Chair of Campus Affairs Committee (CAC) to speak to the item. Professor Leydon advised members that pursuant to *The Protocol* approved by the Governing Council on October 24, 1996, the UTM Quality Service to Students committee (QSS) reviewed annual operating plans, including budgets and proposed compulsory non-academic incidental fees and would then offer advice to the Committee on those plans. He also noted that QSS, while not formally part of the University's governance system, was created by University policy and accountable to the Governing Council, and provided for a mechanism to receive student advice in decisions on non-tuition related fees. Professor Leydon summarized the deliberation at the CAC meeting, which included discussion on the presentation of the Student Service Fee as a single fee, as opposed separated fees and motions as was considered by QSS. It was explained that the administration was acting in accordance with the Protocol, which does explicitly provide that the Student services fees falls under its jurisdiction, that it had always been considered in governance by the University Affairs Board in the same form and that the Student Services fee has been charged on ROSI as a single fee. Mr. Overton, Dean, Student Affairs had stated during this discussion that the advice and input from advisory bodies, including QSS was received, acknowledged and incorporated to the degree reflected in the proposals, and that appropriate governance processes and increases in fees sought were compliant with *The Protocol*.

Professor Leydon also noted that the history of the consideration of the Student Services fee was available documentation was reviewed by the Governing Council Secretariat for the relevant QSS meetings. With the exception of 2013 and 2014, nearly all years for which records were available, QSS ultimately considered a combined Student Services Fee, and in many of the years also considered one or more subcomponents of the Fee.

The Chair invited Mr. Overton to speak to Item 5a to explain the process by which student services were funded, and to discuss the requirements of *The Protocol* and role of 'Protocol bodies', such as QSS. Mr. Overton noted that QSS met from October to December of 2013 and received reports from a number of advisory groups representing various student services. He explained that in instances where QSS endorsed a budget, the administration moved forward with its original recommendation to the CAC; in

the event that a budget was not endorsed by QSS, *The Protocol* provided an option for administration to seek increases from the CAC and the Campus Council, using the University of Toronto Index (UTI) and the Consumer Price Index (CPI).

A member asked whether a lower than anticipated fee increase, would also reduce the level or number of student services offered. Mr. Overton advised it would have an impact; however efforts were made to minimize that impact - for example, cutting program evening hours and shifting funds towards mental health support and health promotion, both services QSS wished to see in place.

**b. Operating Plans and Fees (for approval)**

The Chair invited Professor Leydon to present the item for approval. Professor Leydon stated that responsibility to approve Compulsory Non-Academic Incidental Fees had been delegated to the UTM Campus Council upon the recommendation of the CAC. He noted that the terms of *The Protocol* stated that in the absence of endorsement by QSS, the relevant governance body may approve the following: permanent increases in existing fees of less than or equal to the lesser of two inflation indexes known as CPI and UTI and temporary three year increases in existing fees of less than or equal to the greater of CPI and UTI.

Professor Leydon also reported that discussion at the CAC level, included concerns expressed by the University of Toronto Mississauga Student Union (UTMSU) about the proposed increases and the process. UTMSU's concerns included the administration's inclusion of priorities which were beyond those endorsed by QSS as discussed earlier; the absence of a permanent secretariat for QSS; transparency in administrative processes; tight governance timelines; and, specifically, the Shuttle Bus ticket machine, as well as the amalgamation of the Sheridan and St. George shuttle operations. In response to these concerns, the assessor explained that the governance timelines had been provided to QSS in July, 2013, and members of QSS agreed to the meeting schedule in early fall, 2013. This resulted in QSS adjusting the meeting schedules of the relevant advisory bodies so that consultation could be completed within the appropriate governance timelines. It was also explained that the largest driver of the increases in these fees was the University's obligation with respect to salaries and the necessity to meet collective agreement commitments. With respect to the shuttle bus amalgamation, it was explained that that decision was reviewed by QSS and by the University Affairs Board in 2009 and was made to achieve greater economies of scale.

The Chair invited Mr. Overton to present the item and make the motion<sup>2</sup>. Mr. Overton provided an overview of all proposed fees individually. He noted that the overall increase in fees per term of enrolment for a UTM full-time undergraduate student totalled \$8.10, for a UTM part-time undergraduate student, this same number was \$1.62 and for a UTM affiliated graduate student, the increase was \$31.50.

Members asked for clarification regarding the maximum ceiling that could be implemented by the administration and whether it had been sought. Mr. Overton responded that *The Protocol* allows administration to seek a permanent increase for the lower of the UTI/CPI and the highest of the UTI/CPI index for a temporary increase. However, the administration was not seeking the maximum rate increase, despite challenges that would arise once the temporary increase has fallen off.

A member asked if QSS ever endorsed the Compulsory Non-Academic Incidental Fees; Mr. Overton responded that students, though generally happy with the services provided, were not inclined to vote in favor of fee increases.

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

Professor Saini remarked that a significant portion of the increase in the UPass fee was due to a 9 percent increase imposed by Mississauga Transit. Mr. Overton thanked staff present for their administration of the UPass.

Though no request to speak had been submitted to the Secretariat, the Chair granted Ms. Melissa Theodore, VP External, UTMSU, speaking rights and reminded her about the appropriate process to follow for non-members to request speaking rights prior to meetings. Ms. Theodore expressed concern that the QSS advice was not considered in the proposal and that tuition fees continue to rise for students. In response to a request for clarification on the role of the QSS as an advisory body, Mr. Overton noted that the advice of QSS shaped the proposal that was brought forward by the administration, but that QSS was an advisory group and that it was up to administration to put together proposals that met the university's financial and service obligations. The Chair noted that student input had been heard both throughout the advisory and consultation processes, and through extensive discussion at governance meetings.

A member asked whether the fee increases were to cover costs or to enhance the level of service. Mr. Overton responded that increases represented cost recovery.

A member remarked that the fees were reasonable, however, the member believed that the governance process had not found a way to include student input sufficiently. Professor Saini remarked that though the procedures had changed (devolution of approval to UTM Campus Council from UAB), it remained that the University was committed to providing a certain level of service, and that the proposals had included moderate increases that reflect the real and increasing cost of services. The Chair also noted that the process for seeking advice from QSS was the same as before the establishment of the Campus Councils.

A member asked that the University administration consider seeking other sources of funds and asked that members of Council lobby for the use of the University Fund to subsidize the cost of these services. The Chair noted that the University Fund was a Provostial Fund, but that this would be noted.

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT, subject to confirmation by the Executive Committee,

THAT the 2014-15 operating plans and budgets for the UTM Student Affairs and Services (including the Health & Counselling Centre, the Department of Physical Education, Athletics & Recreation, and Student Services), as presented in the documentation from Mr. Mark Overton, Dean of Student Affairs, be approved; and

THAT the sessional Athletics & Recreation Fee for a UTM-registered or UTM-affiliated full-time student be increased to \$168.39 (\$33.68 for a part-time student), which represents a year-over-year increase of \$4.19 (\$0.84 for a part-time student) or 2.55% (resulting from a permanent increase of 1.94%, and a three-year temporary increase of 0.61%); and

THAT the sessional Health Services Fee for a UTM-registered or UTM-affiliated full-time student be increased to \$33.67 (\$6.73 for a part-time student), which represents a year-over-year increase of \$0.66 (\$0.13 for a part-time student) or 2% (resulting from a three-year temporary increase of 2%); and

THAT the sessional Student Services Fee for a UTM-registered or UTM-affiliated full-time student be increased to \$142.51 (\$28.50 for a part-time student), which represents a year-over-year increase of \$3.25 (\$0.65 for a part-time student) or 2.33% (resulting from the elimination of a 2011-12 three-year temporary increase, a permanent increase of 2% and a three-year temporary increase of 1.94%); and

THAT the sessional (Fall and Winter sessions only) Mississauga Transit Fall-Winter U-Pass Fee be increased to \$85.15 and the Summer U-Pass fee be increased to \$52.89 for a UTM-affiliated graduate student, which represent year-over-year increases of \$7.03 or 9% (resulting from a permanent increase of 9%) and \$4.36 or 8.98% (resulting from a permanent increase of 8.98%) respectively; and

THAT the sessional (Fall and Winter sessions only) Summer Shuttle Service fee for a UTM-affiliated graduate student and a UTM-affiliated undergraduate student with non-UTM home faculty/division be increased to \$4.68, which represents a year-over-year increase of \$0.02 or 0.43% (resulting from a permanent increase of 0.43%).

#### **6. Compulsory Non-Academic Incidental Fees - Student Society Fees: UTM Student Society Proposals for Fee Increases\* (for approval)**

The Chair invited Professor Leydon to present the item and make the motion. Professor Leydon noted student society fees were subject to the terms and conditions of the *Policy on Ancillary Fees* and the *Policy for Compulsory Non-Academic Incidental Fees*. He also noted that increases which were greater than the cost of living would require support by referendum. Other increases must have been supported by a previous referendum which approved the concept of annual increases by the cost of living or an explicit inflation factor. The Chair invited Mr. Overton, to provide a definition of the student society fees and to explain which groups which had requested a Fee increase.

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT, subject to confirmation by the Executive Committee,

THAT beginning in the Summer 2014 session, the Erindale College Student Union (operating as the University of Toronto Mississauga Students' Union, UTMSU) fee be increased as follows: (a) an increase of \$9.25 per session (\$9.25 part-time) (Summer Session only) in the Mississauga Transit U-Pass portion of the fee; and

THAT beginning in the Fall 2014 session, the UTMSU fee be increased as follows: (a) an increase of \$0.20 per session (\$0.02 part-time) in the society portion of the fee, (b) an increase of \$0.01 per session (\$0.01 part-time) in the Food Bank portion of the fee, (c) an increase of \$0.01 per session (\$0.01 part-time) in the On Campus First Aid Emergency Response/Erindale College Special Response Team (ECSPERT) portion of the fee, (d) an increase of \$0.02 per session (\$0.02 part-time) in the Student Refugee Program portion of the fee, (e) an increase of \$7.03 per session (\$7.03 part-time) in the Mississauga Transit U-Pass portion of the fee; and

THAT beginning in the Fall 2014 session, the UTMSU fee charged to Mississauga Academy of Medicine (MAM) students in the Fall and Winter sessions be increased as follows: (a) an increase of \$1.50 per session in the Mississauga Transit Summer U-Pass portion of the fee; and

THAT beginning in the Fall 2014 session, the University of Toronto Mississauga Residence Council (UTMRC) fee be increased as follows: (a) an increase of \$1.00 per session in the society portion of the fee.

## CONSENT AGENDA

On motion duly moved, seconded, and carried

### YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 7 - Report of the Previous Meeting, be approved.

## 7. Report of the Previous Meeting: Report 3 of the UTM Campus Council, February 6, 2014

## 8. Reports of Information

The following items for information were received by Council.

- a) Report 4 of the Agenda Committee (February 20, 2014)
- b) Report 4 of the Academic Affairs Committee (February 12, 2014)
- c) Report 4 of the Campus Affairs Committee (February 10, 2014)

## 9. Date of the Next Meeting – April 23, 2014 at 4:10 p.m.

The Chair reminded members that the next meeting of the Council was scheduled for Wednesday, April 23, 2014 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

## 10. Question Period

There were no questions.

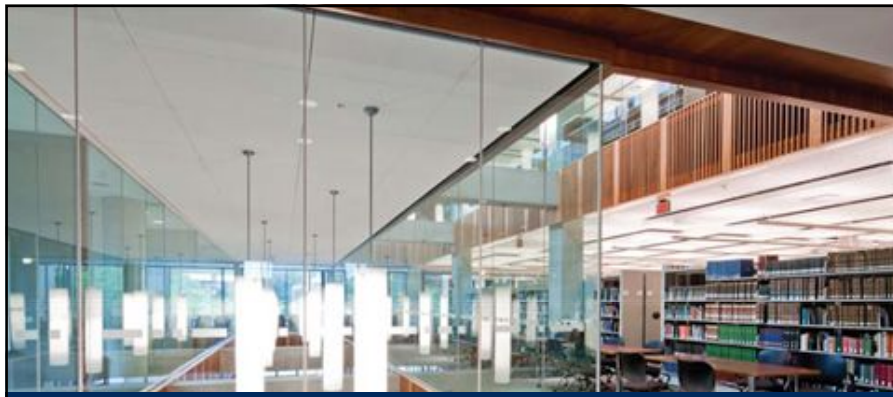
## 11. Other Business

The Chair provided an update on the UTM Biology Greenhouse Project, which was approved by Campus Council and recommended to Academic Board on December 9, 2013. Subject to confirmation by the Executive Committee, the Academic Board approved the Project on January 30, 2014 and the Business Board approved execution and expenditures related to the Project on January 27<sup>th</sup>. At its meeting on February 12<sup>th</sup>, the Executive Committee considered confirmation of the Academic Board's approval in principle of the project. A member of the Executive Committee had raised concerns regarding the project cost. The Executive Committee decided to defer its decision about the Project Planning Committee Report for the Biology Greenhouse until the next Executive Committee meeting to be held on March 27, 2014. Both Professor Mabury and Mr. Donoghue were informed of the timing to distribute documentation should the administration wish to provide additional information for the total project cost.

The meeting adjourned at 6:28 p.m.

\_\_\_\_\_  
Secretary  
March 11, 2014

\_\_\_\_\_  
Chair

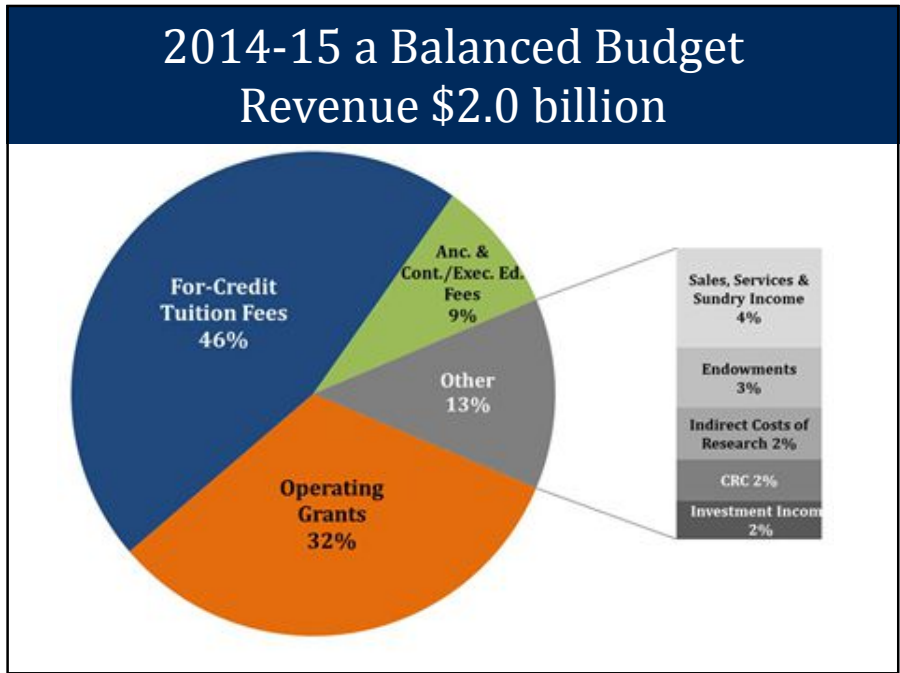
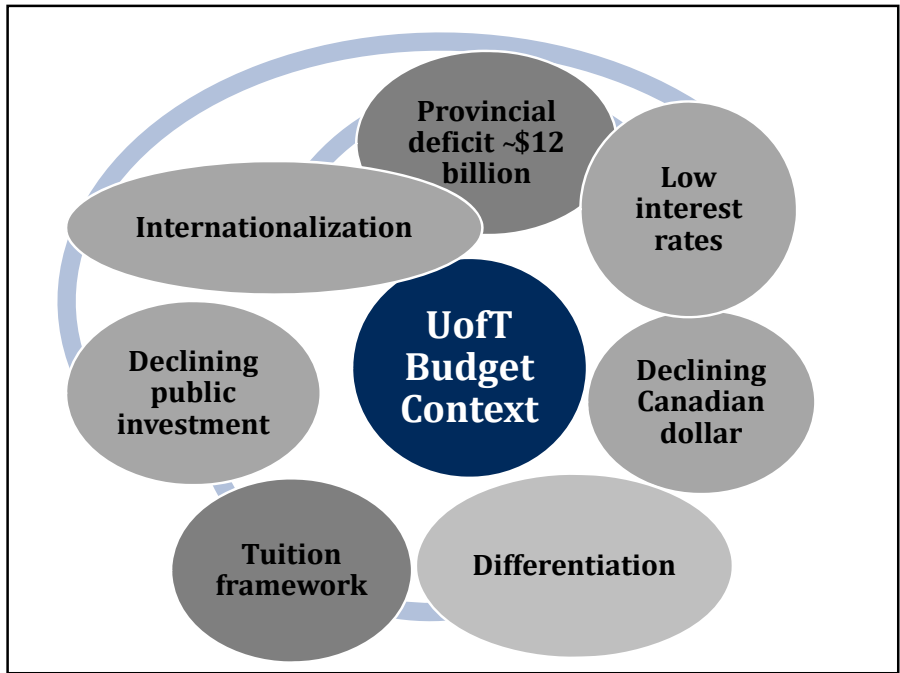


**Budget 2014**

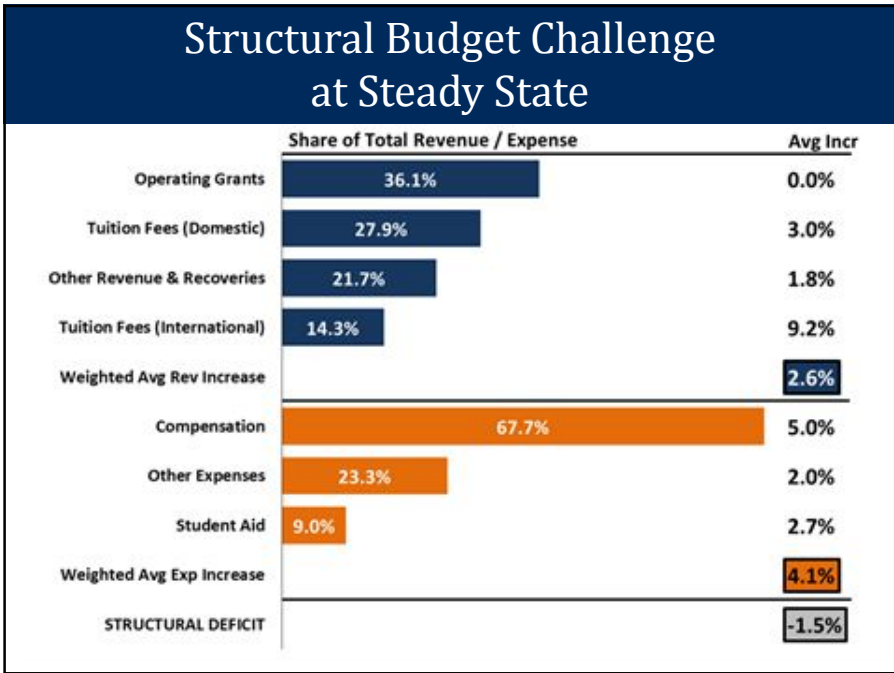
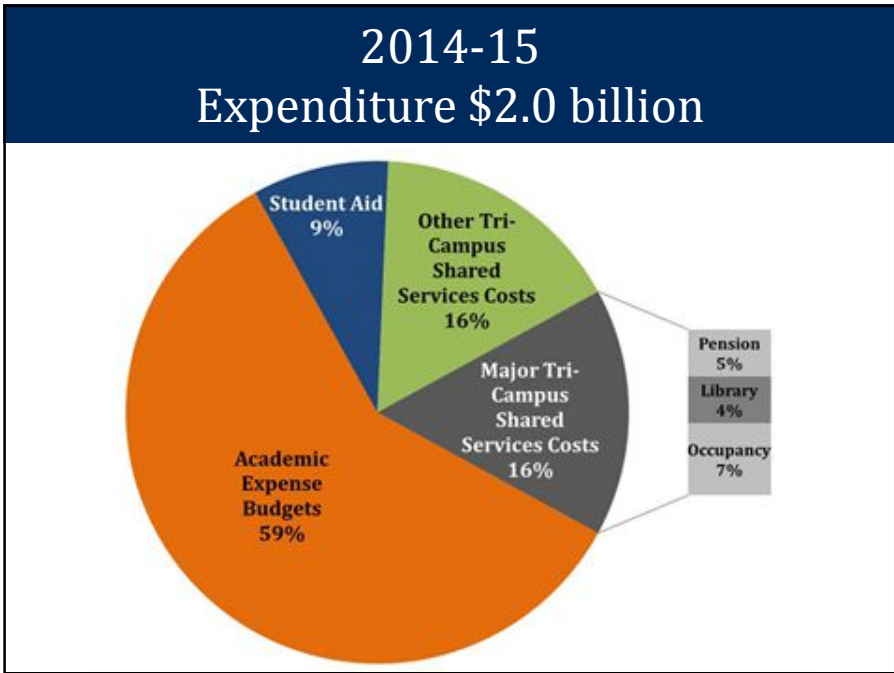
**UTM Campus Council**  
**March 5, 2014**

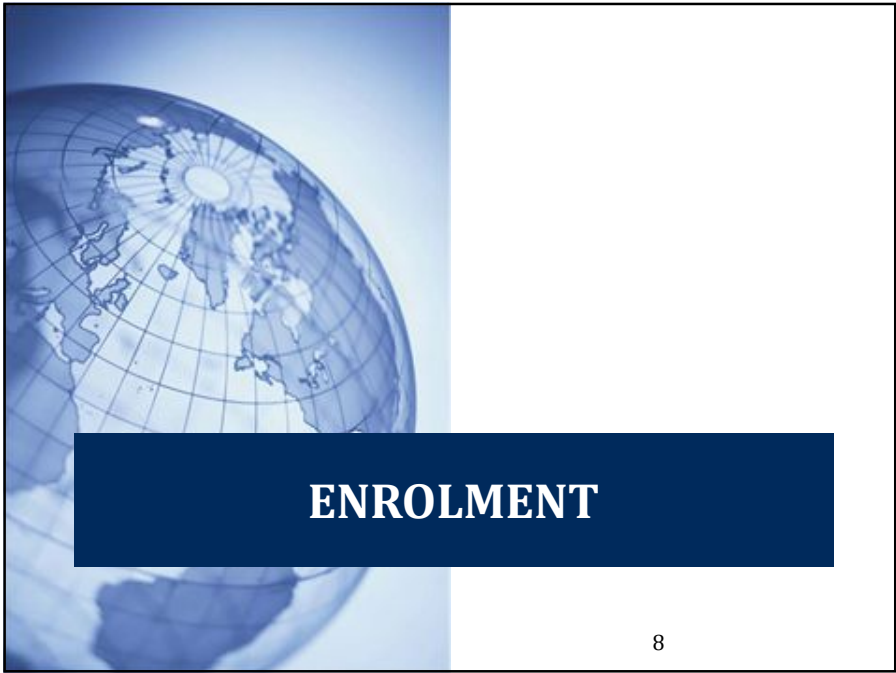
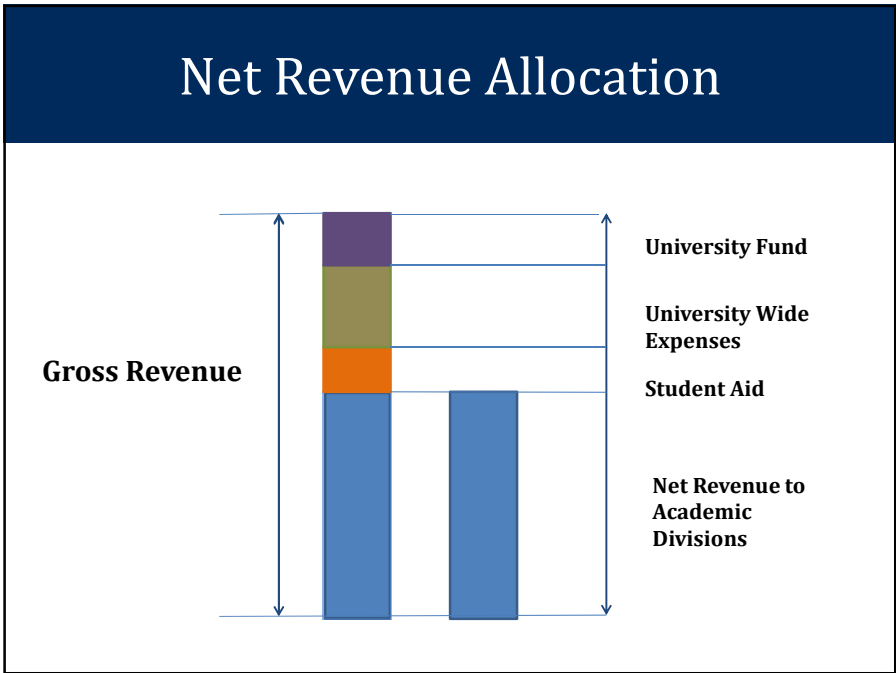
**Overview**

- Budget Context**
- Enrolment**
- Revenue**
- Student Aid**
- Expense**









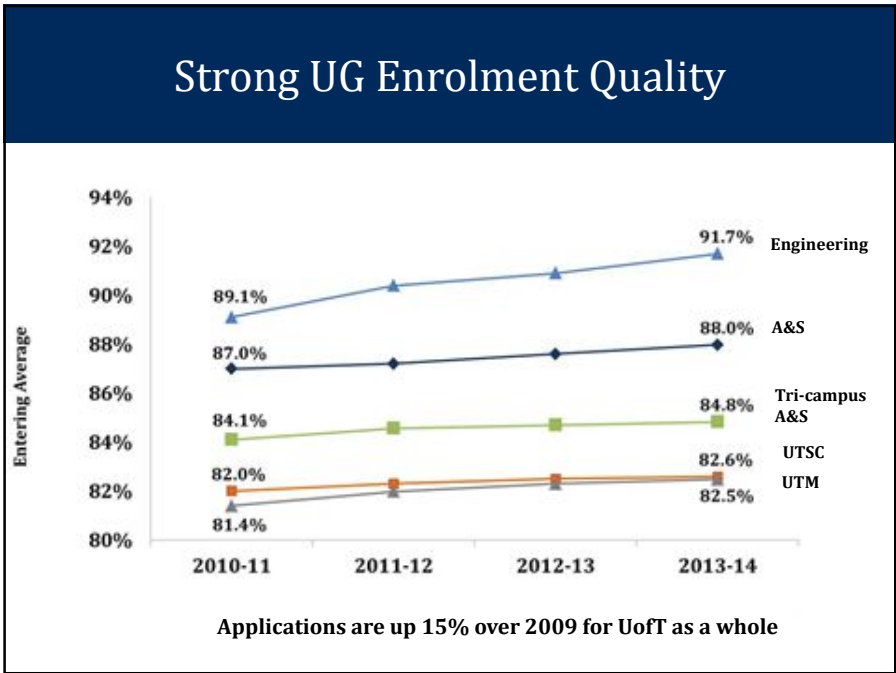
## 2013 Enrolment Results and 2014 Plans

	2013 Actual	2013 Var.	2013 Var. %	2014 Plan
UG Domestic	48,876	(113)	-0.2%	49,376
UG International	9,043	408	4.7%	9,975
Eligible Masters	7,106	(120)	-1.7%	7,785
Eligible Doctoral	3,669	(150)	-3.9%	3,833
Ineligible Grad Domestic	2,092	161	8.3%	1,884
Grad International	2,293	227	11.0%	2,333
<b>TOTAL</b>	<b>73,079</b>	<b>413</b>	<b>0.6%</b>	<b>75,186</b>

**Planned growth for 2014-15 = 2,107 FTE**

## Longer Range View of Undergraduate Tri-Campus Enrolment

FTE	2013 Actual	2018 Plan	Increase (Decrease)
<b>UTM Undergrad</b>	<b>10,642</b>	<b>12,895</b>	<b>2,253</b>
<b>UTSC Undergrad</b>	<b>9,680</b>	<b>11,539</b>	<b>1,859</b>
<b>St G Undergrad</b>	<b>37,205</b>	<b>36,979</b>	<b>(226)</b>
<b>Total UG</b>	<b>57,527</b>	<b>61,413</b>	<b>3,886</b>

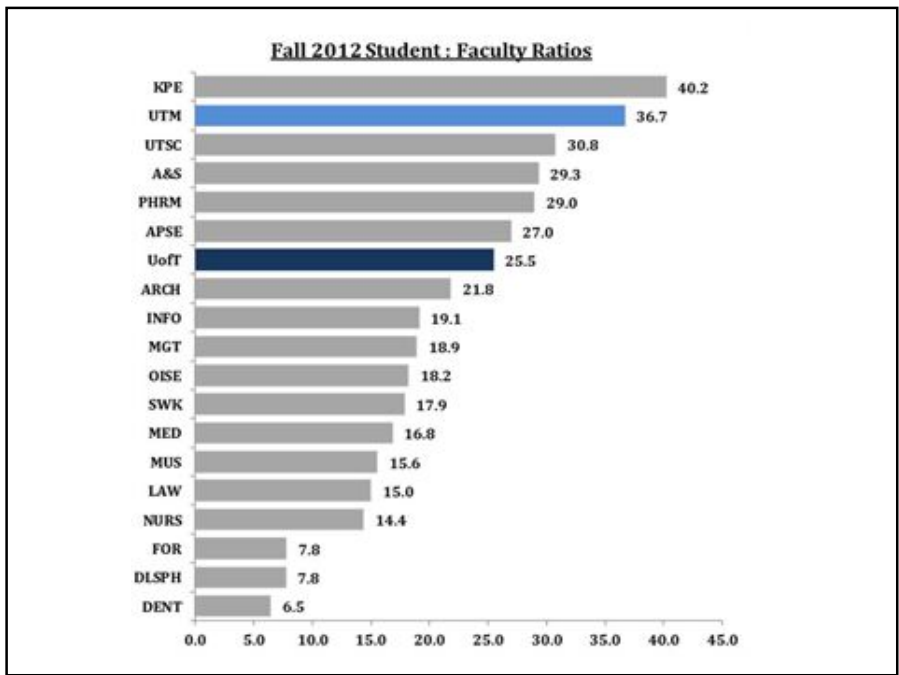


### Int'l Enrolment as % of Total Undergrad

Total UG Students 2013-14 = 10,276 (15.3% of UG)

Division	2013-14 International as % of TOTAL enrolment	2013-14 Actual International as % of INTAKE	2014-15 Planned International as % of INTAKE
Engineering	25%	30%	27%
A&S	17%	23%	24%
UTM	15%	19%	17%
UTSC	14%	17%	18%
Architecture	21%	23%	19%

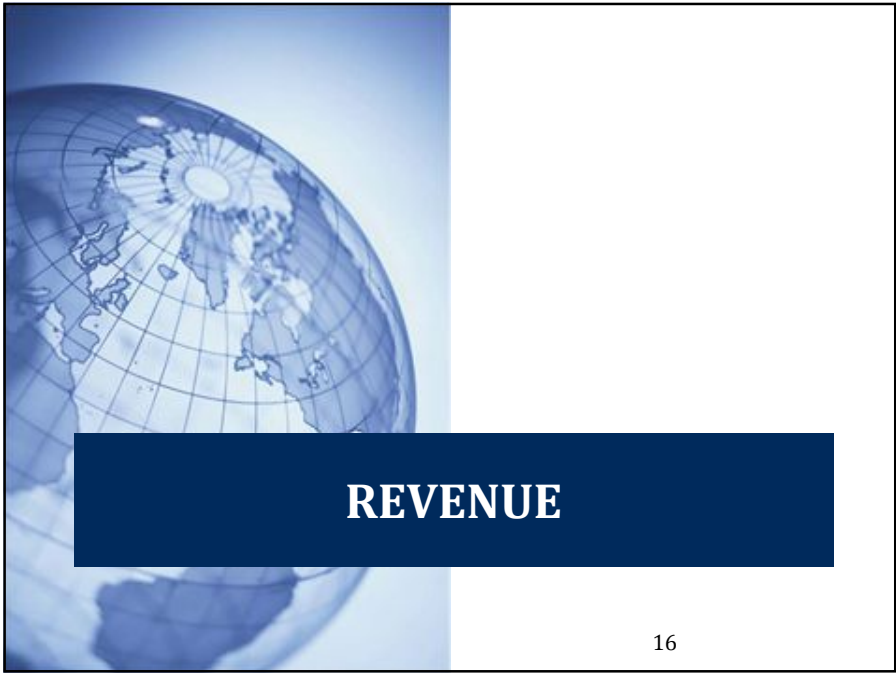
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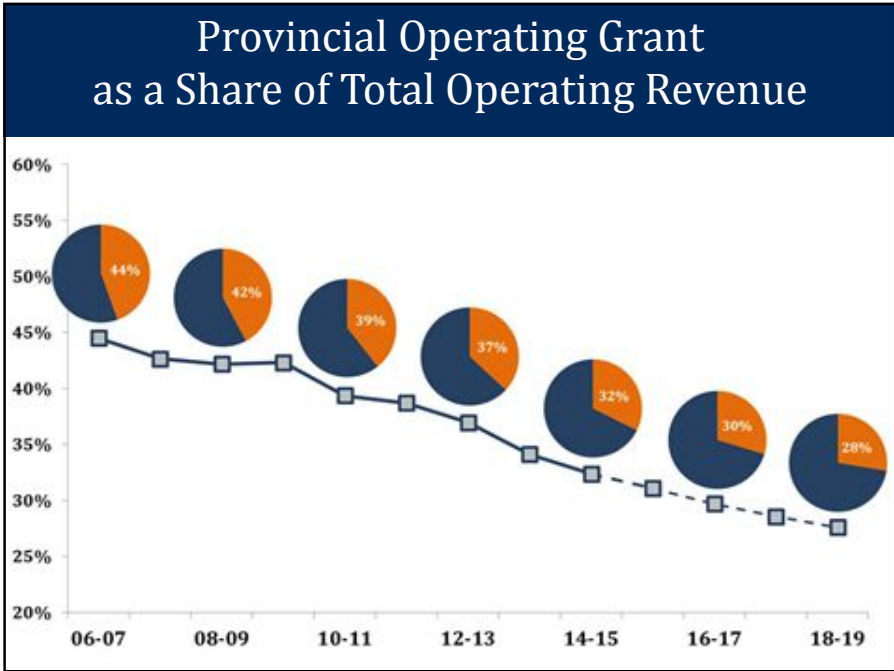


<b>Graduate Enrolment (Total FTE)</b>				
<b>FTE</b>	<b>2013 Actual</b>	<b>2018 Plan</b>	<b>Planned Growth</b>	<b>% Growth</b>
Professional Masters	6,099	8,125	2,026	33%
DS Masters	2,839	2,984	145	5%
PhD	6,222	6,837	615	10%
<b>Total Graduate</b>	<b>15,160</b>	<b>17,946</b>	<b>2,786</b>	<b>18%</b>
<i>% of total FTE</i>	<i>20.7%</i>	<i>22.5%</i>		
<b>UTM Graduate</b>	<b>308</b>	<b>394</b>	<b>86</b>	<b>30%</b>

**Professional Masters**  
International as % of Total Enrolment (Average = 12.9%)

Division	International %
Medicine	1.0%
Information	7.2%
A&S	16.1%
Management	21.2%
Engineering	23.3%
Forestry	32.6%
UTM	37.7%





### Tuition Increases

(Domestic overall cap = 3%)	Incoming Students	Continuing Students
Domestic General UG	3%	3%
Domestic Prof and Graduate*	5%	5%
International**	10%	5%

\*The SGS fee will be reduced by \$45

\*\*Weighted-average international fee increase 6.5%

## Other Key Revenue Assumptions

**BIU**

Decrease in BIU value of ~1% in 2014-15 (“policy levers” and international student recovery)

**Enrolment growth**

Funding for all undergraduate growth (\$10M)  
 Graduate funded to our estimated MTCU allocation (\$35M)

**Endowment income**

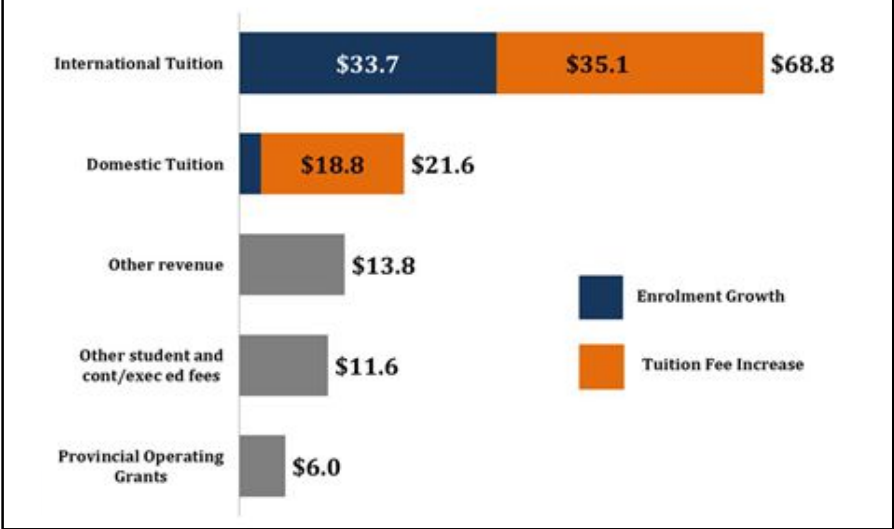
Constant payout of \$7.56 per unit over period pending endowment review

**Indirect Costs of Research**

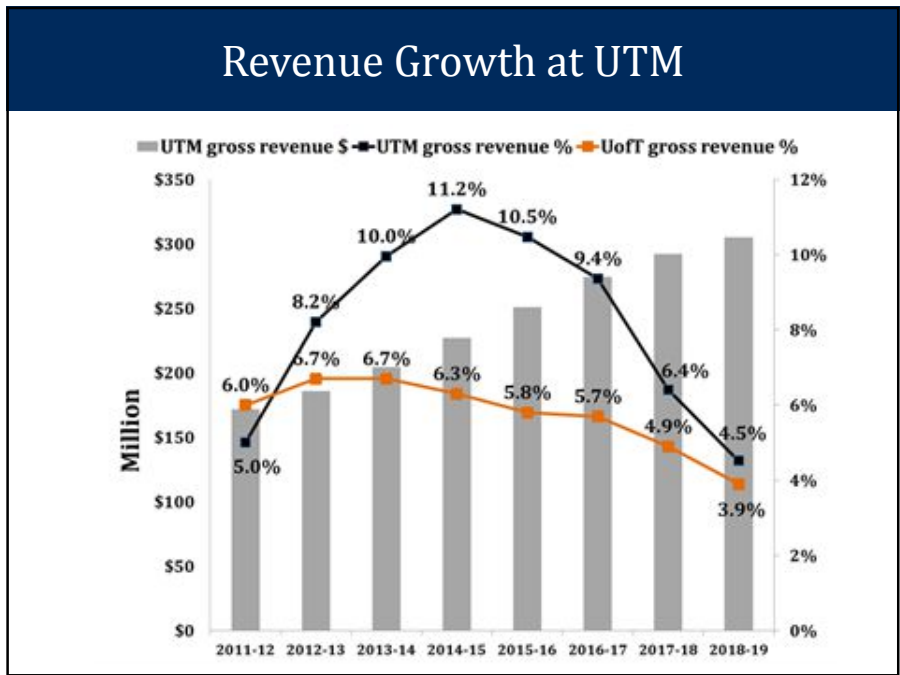
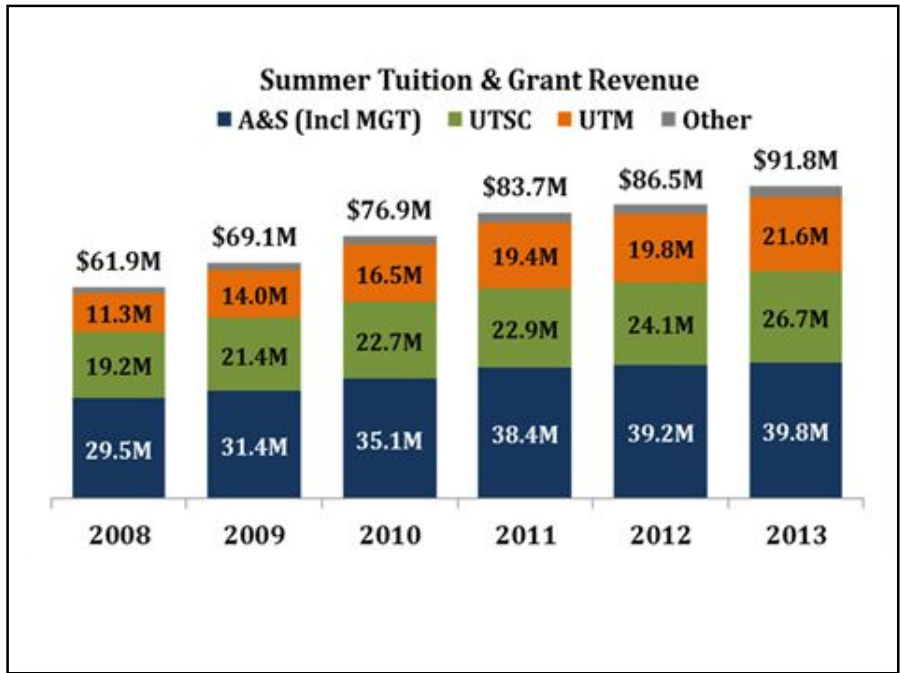
Federal rate declining to 17.4%  
 Volume of contracts growing

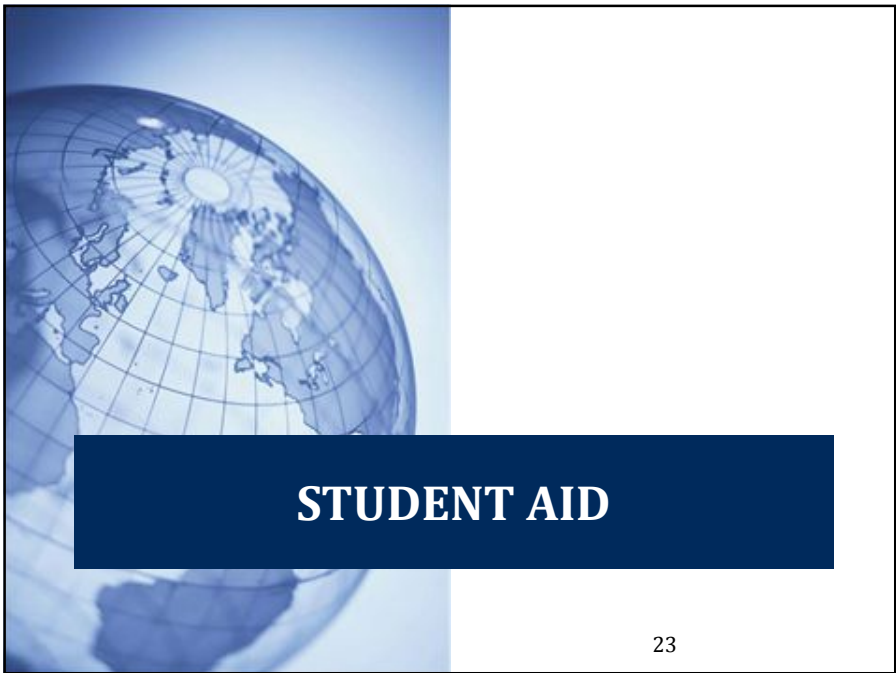
## Sources of Incremental Revenue 2014-15

\$122M (6.3% increase over prior year)



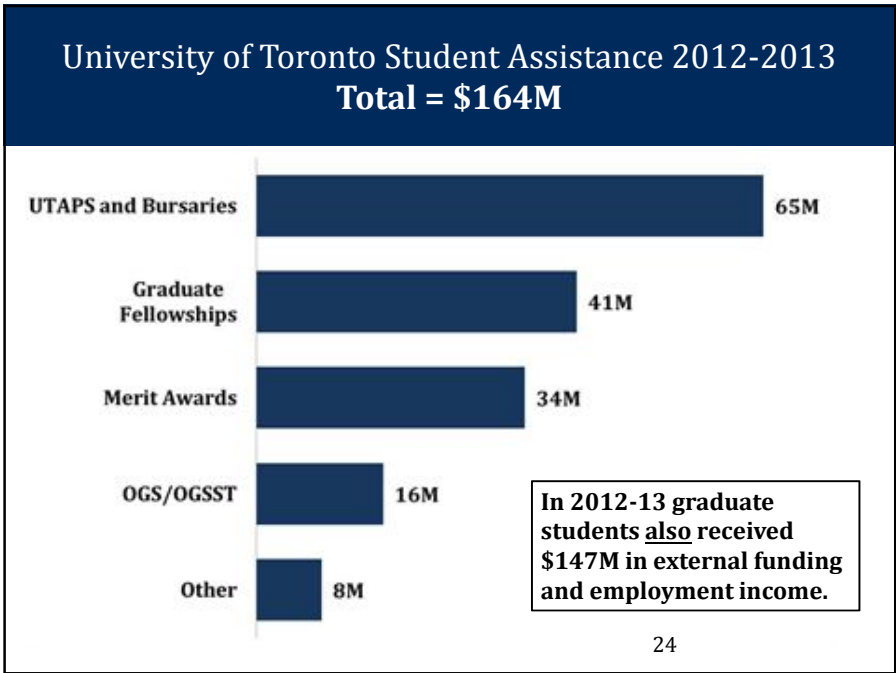


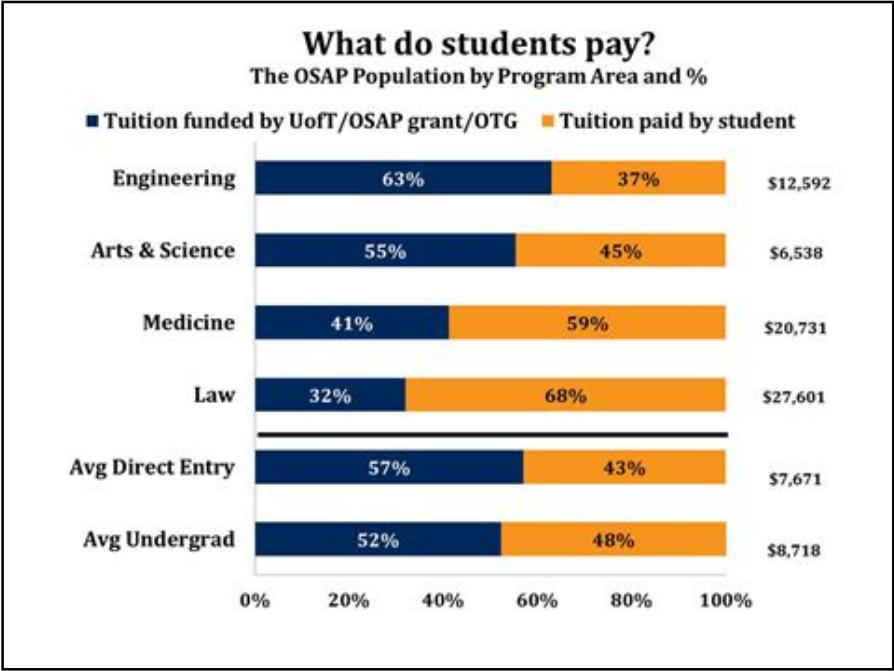
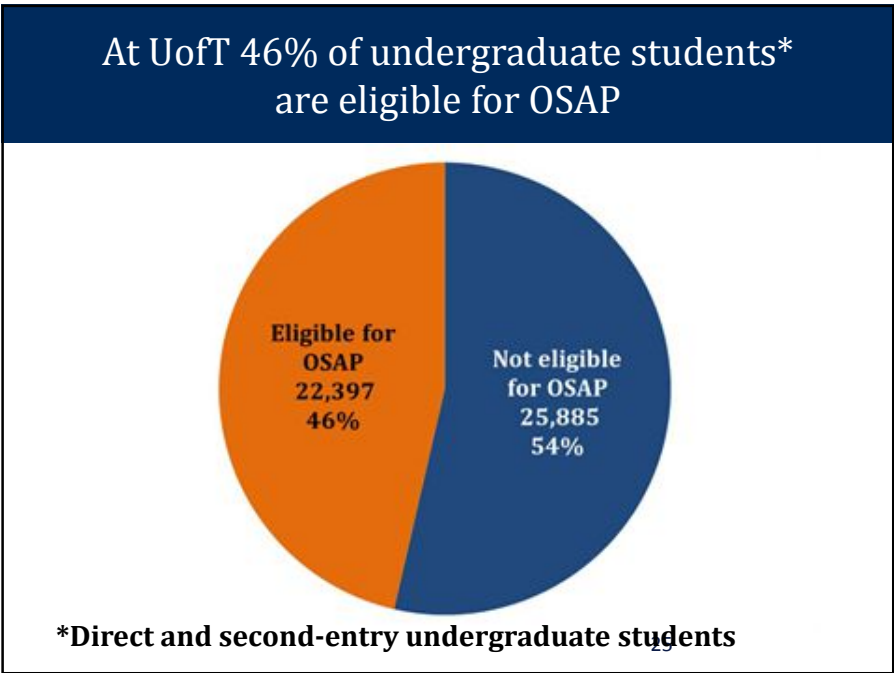


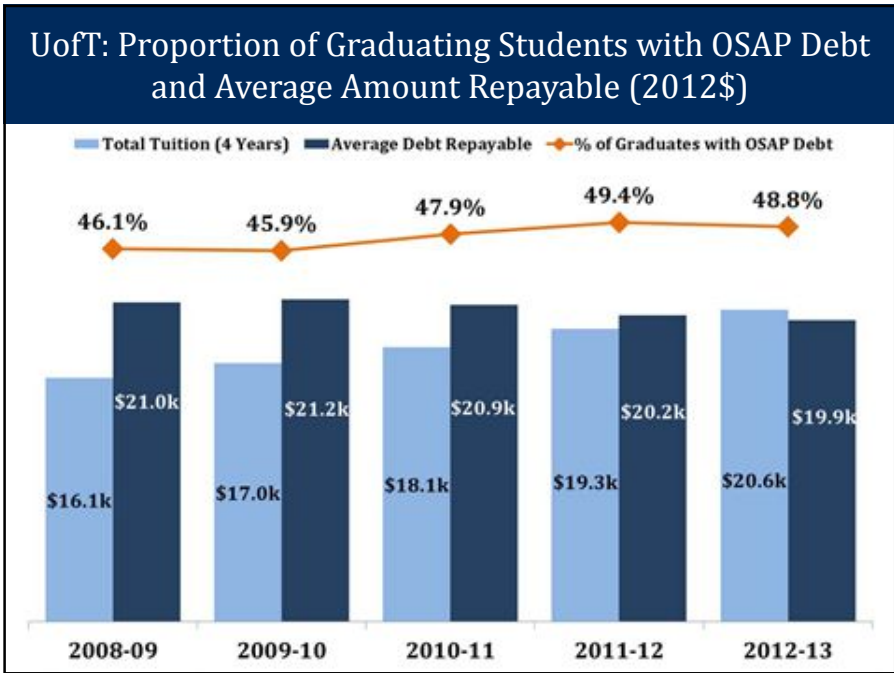
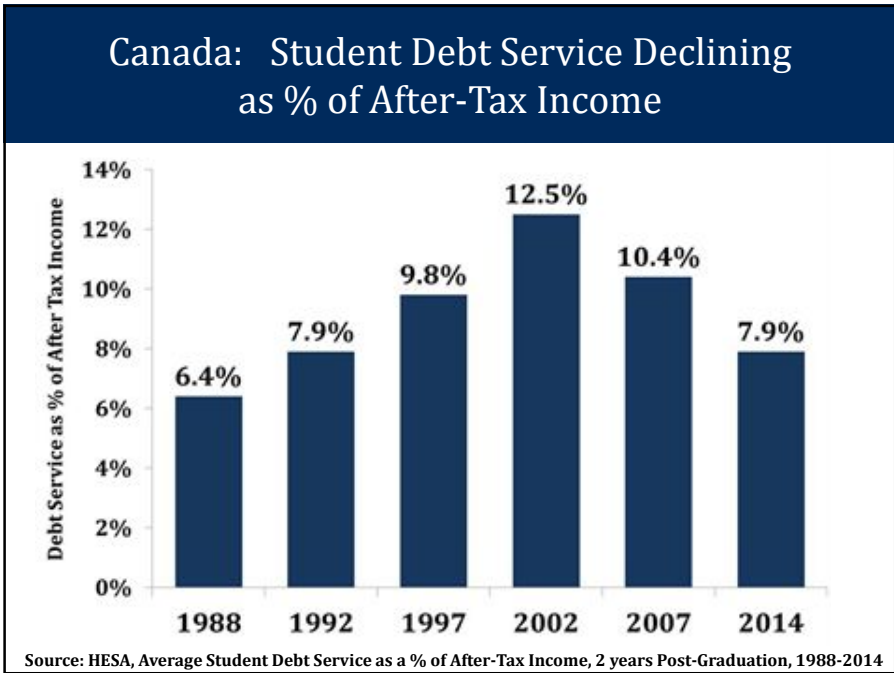


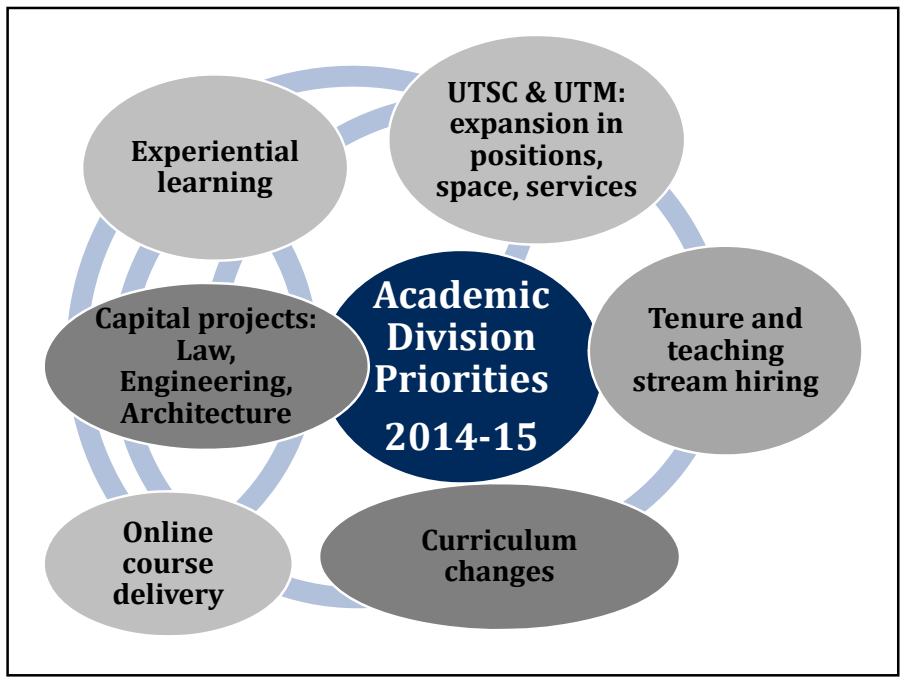
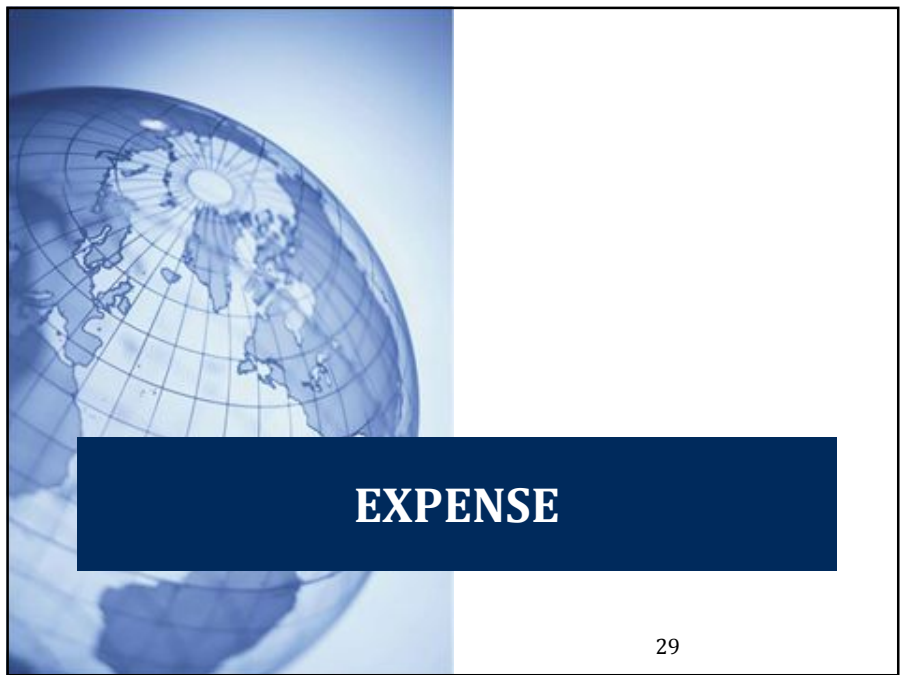
# STUDENT AID

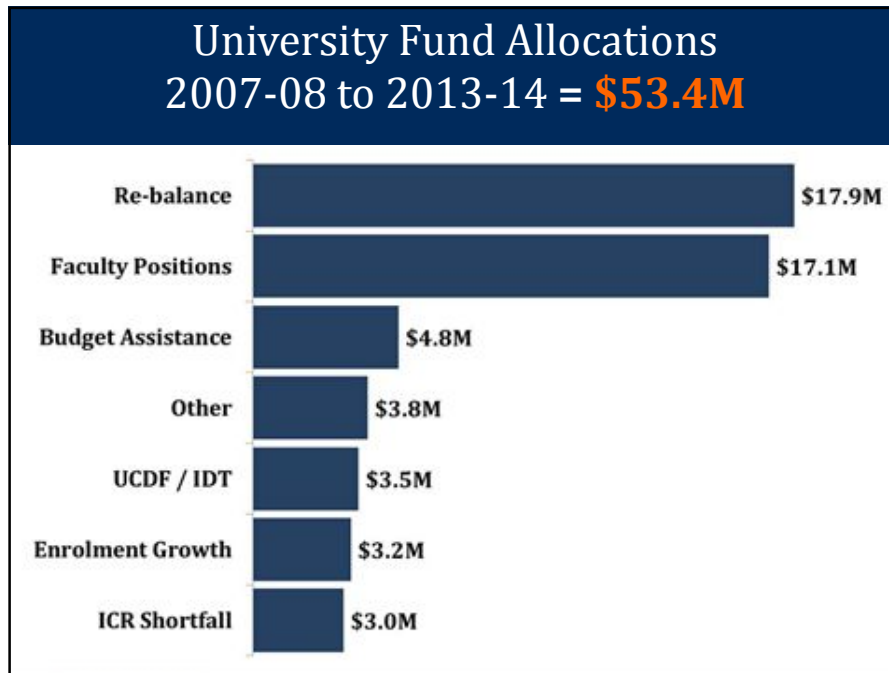
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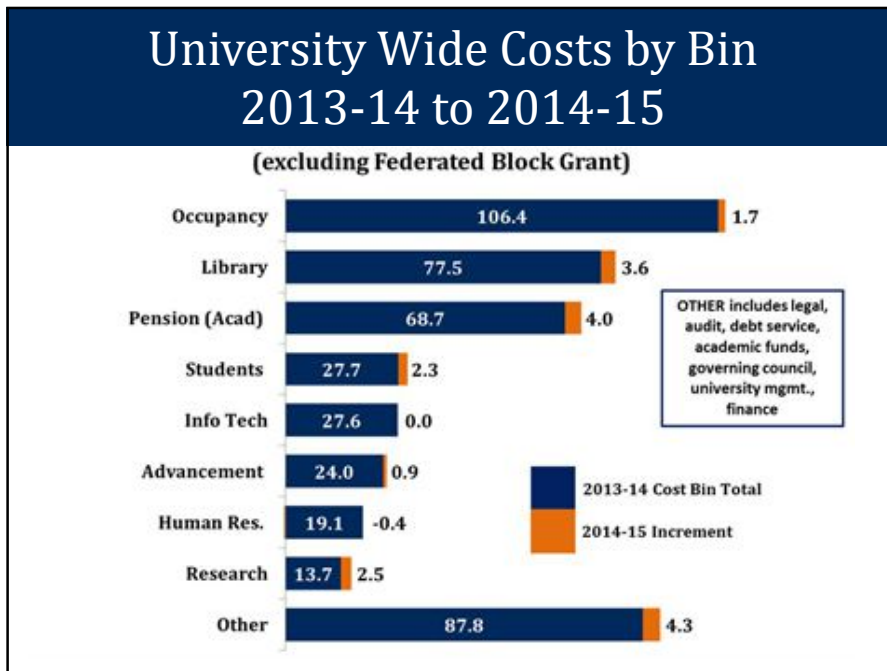
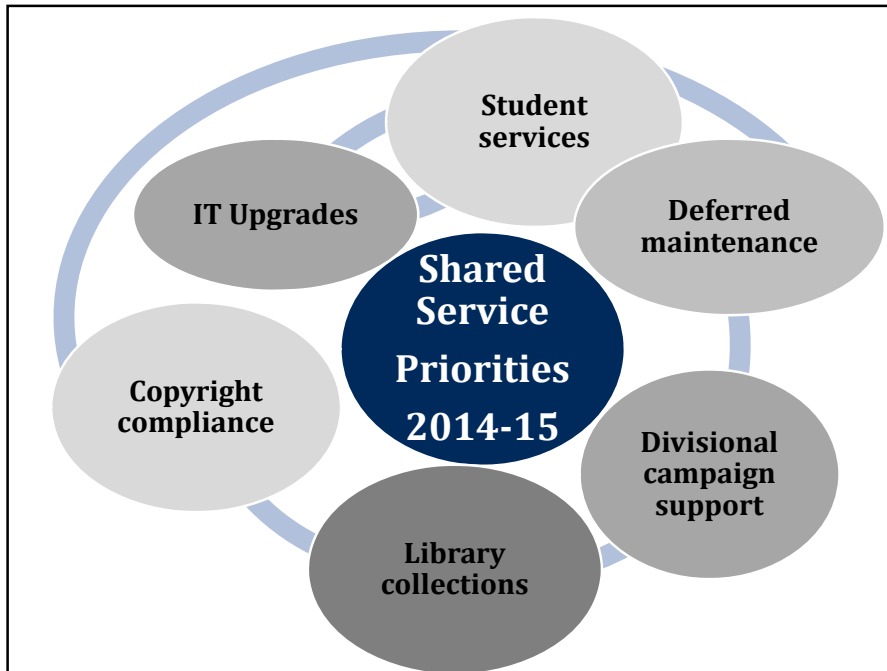








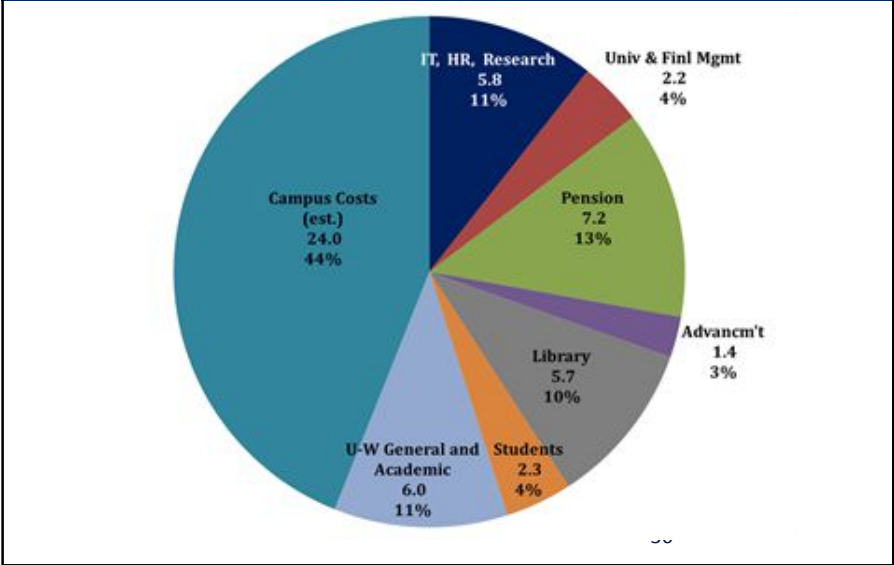
- ### University Fund Allocations 2014-15 \$10.5M
- \$4.0M OTO capital matching for UTM and UTSC
  - \$3.3M tri-campus A&S tuition framework relief
  - \$1.0M expansion of UCDF
  - \$0.8M matching funds for Music student levy
  - \$0.6M for ongoing grad expansion success in APSE
  - \$0.25M for program expansion in Dentistry
  - \$0.55M net adjustments to prior year



## Allocations to Shared Services Key Metrics

Metric	Academic Divisions	Shared Services
2013-14 proportion of budget	84%	16%
Share of new revenue	88%	12%
Rate of increase over prior year	7%	5%

## 2014-15 University Wide and Campus Costs at UTM

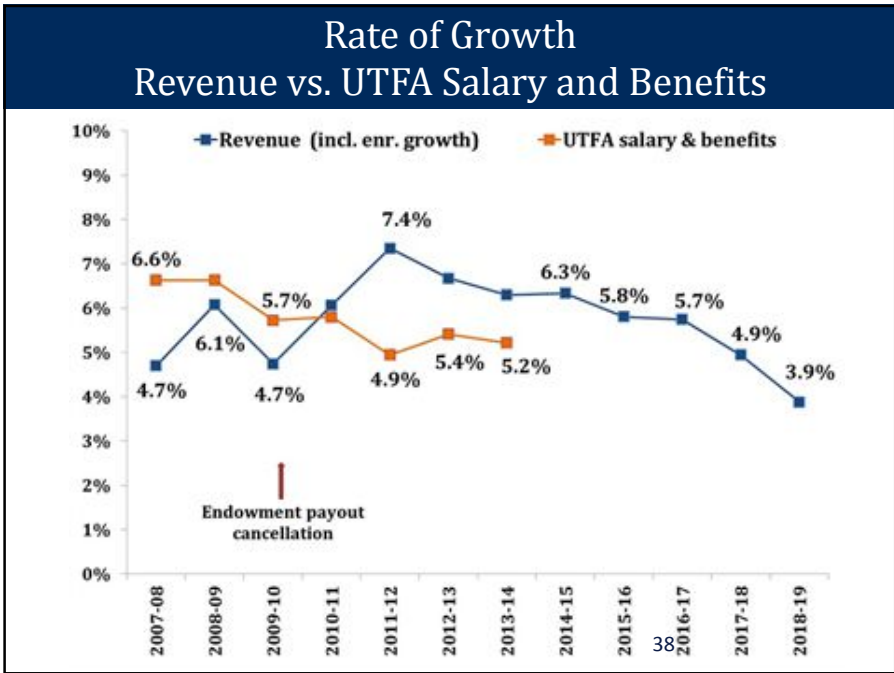


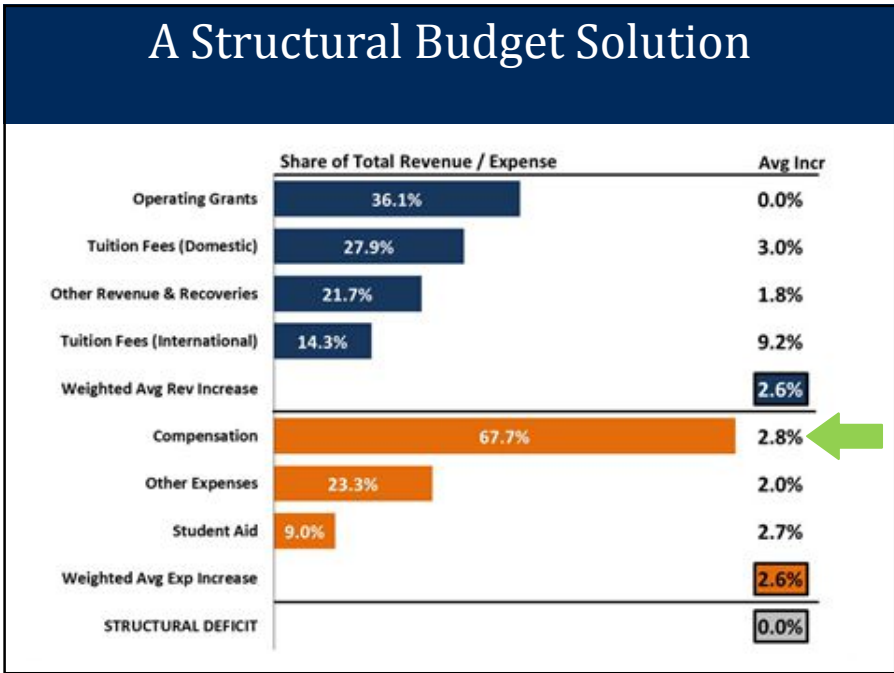


### Pension Special Payments and other related costs

	Annual \$M	Cumulative \$M
Up to 2010-11	27	27
2011-12	30	57
2012-13	20	77
2013-14	10	87
2014-15	5	92
2015-16	5	97
2016-17	Placeholders	102
2017-18		107
2018-19		112

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## In Summary

**Declining provincial support**

**Campus expansion**


**Differentiation/graduate**

**International enrolment risk**

**Structural budget challenge**

**Decisions matter**

Mark Overton, Dean of Student Affairs  
UTM Campus Council  
March 5, 2014



### Campus services proposals for consideration

- UTM Health Services Fee
- UTM Athletics and Recreation Fee
- UTM Student Services Fee (funds a range of programs & services, including shuttle services, Career Centre, child care support, International Centre, handbook & communications, space occupied by student societies, alcohol education & monitoring, Family Care Office)
- Summer campus services for enrolled students not assessed fees in the summer (establishes summer service access for research-stream graduate students, some professional masters graduate students)



## QSS process

- Quality Service to Students Committee (QSS)
  - 17 voting members (11 student voters; 6 voters from administration) plus many non-voting student and administrative participants)
- Not a part of governance; governed by policy and protocol on non-tuition fees
- Protocol assigns to UTM QSS the responsibility to consider proposals related to specific fees, which are conveyed to Governing Council and summarized under agenda item 4a



## QSS process

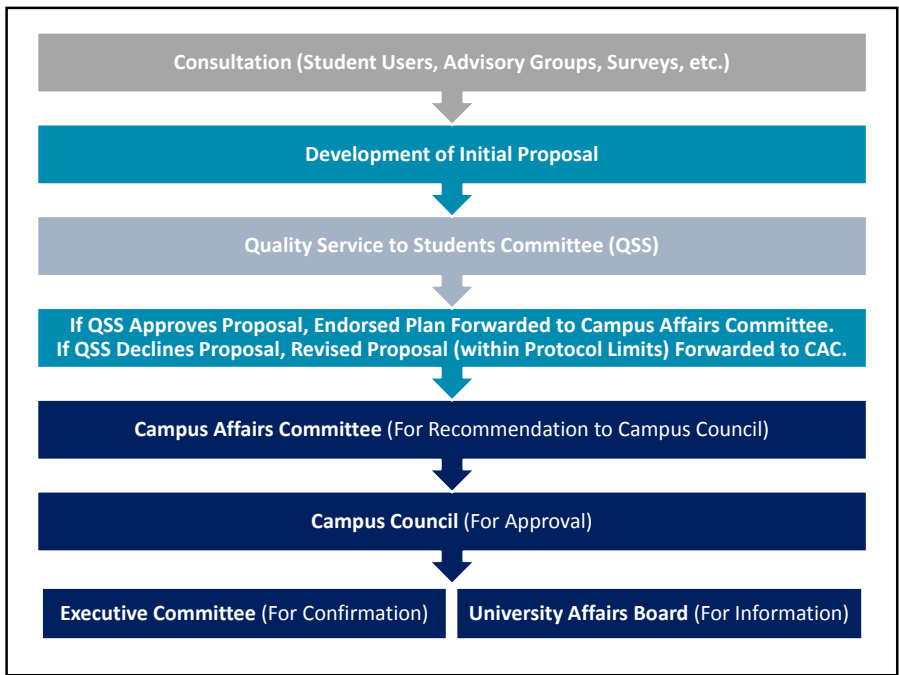
### Consultation process

- Advisory groups met on operations (Oct., Nov. & Dec.)
- Budget/Fee proposals discussed with QSS by UTM services' directors/managers (Nov., Dec. & Jan.)


### Voting

- Endorsement required both a majority of voters and a majority of student voters (a 'double-majority')
- Conducted Jan. 17, 2014
- Some items' fees were not endorsed; some components of fees were endorsed






Mark Overton, Dean of Student Affairs  
 UTM Campus Council  
 March 5, 2014




Campus fees	Assessed 2013-14*	Process	Proposed 2014-15*	Year-over-year change
Athletics & Recreation	\$164.20	Sought from QSS (not endorsed)	\$168.39 (permanent)	\$4.19 / 2.55%
		Seeking from CAC	\$168.39	\$4.19 / 2.55% (1.94% perm. + 0.61% temp. of 2% available)
Health Services	\$33.01	Sought from QSS (not endorsed)	\$36.35 (permanent)	\$3.34 / 10.11%
		Seeking from CAC	\$33.67	\$0.66 / 2% (2% temp.)
Student Services Fee	\$139.26	Sought from QSS (not fully endorsed)	\$142.51 (permanent)	\$3.25 / 2.33%
		Seeking from CAC	\$142.51	\$3.25 / 2.33% (2% perm. + 1.94% temp. of 6.46% available)

\*Assessed per term of enrolment (fall/winter/summer)




Campus Fees	Assessed 2013-14*	Process	Proposed 2014-15*	Year-over-year change
Fall-Winter U-Pass (for UTM-affiliated grad students)	\$78.12	Sought from QSS (endorsed)	\$85.15 (permanent)	\$7.03 / 9%
		Seeking from CAC	\$85.15 (permanent)	\$7.03 / 9%
Summer U-Pass (for UTM-affiliated grad students)	\$48.53 (assessed in fall & winter for summer service)	Sought from QSS (endorsed)	\$52.89 (permanent)	\$4.36 / 8.98%
		Seeking from CAC	\$52.89 (permanent)	\$4.36 / 8.98%
Summer Shuttle Service (for UTM-affiliated students)	\$4.66 (assessed in fall & winter for summer service)	Sought from QSS (endorsed)	\$4.68 (permanent)	\$0.02 / 0.43%
		Seeking from CAC	\$4.68 (permanent)	\$0.02 / 0.43%

\*Assessed per term of enrolment (fall/winter/summer)



Campus fees by student type	Assessed campus fees 2013-14*	Proposed campus fees 2014-15*	Change
UTM full-time undergraduate	\$336.47	\$344.57	\$8.10 / 2.41% (\$16.20 in typical 8-month 'acad. year')
UTM part-time undergraduate	\$67.29	\$68.91	\$1.62 / 2.40% (\$3.24 in typical 8-month 'acad. year')
UTM-affiliated graduate student	\$455.79**	\$487.29**	\$31.50 / 6.91% (\$63.00 in typical 12-month 'acad. year')

\*Assessed per term of enrolment (fall/winter/summer)  
 \*\*UTM-affiliated graduate students are assessed for 12 months of U-Pass and shuttle charges through Campus Fees; UTM undergraduates are assessed U-Pass charges by UTMSU through Student Society Fees.







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

**APRIL 10, 2014**

To the Agenda Committee,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on April 10, 2014 at 5:20 p.m. in Room 3214, Conference room, William G. Davis Building, at which the following were present:

Professor Hugh Gunz, Vice-Chair  
Professor Deep Saini, Vice-President &  
Principal  
Ms Melissa Berger  
Mr. Kevin Golding  
Dr. Joseph Leydon  
Professor Kathy Pichora-Fuller  
Ms Judith Poë

**Regrets:**  
Mr. Masood Samim  
Mr. John Switzer, Chair

**Secretariat:**  
Ms Cindy Ferencz Hammond, Director of  
Governance  
Ms Mariam Ali, Committee Secretary  
Mr. Jim Delaney, Acting Assistant Secretary

**1. Chair’s Remarks**

**2. Agenda for the Meeting of the UTM Campus Council, Wednesday, April 23, 2014\***

The Committee approved the agenda for the UTM Campus Council meeting, which would be held on April 23, 2014, as discussed.

**CONSENT AGENDA**

**3. Date of Next Meeting – Thursday, May 15, 2014, 5:00 p.m.**

**4. Report of the Previous Meeting - Report 4 – Feb 20, 2014**

The consent agenda was adopted and the item requiring approval (Item 4) was approved.

The Chair reminded members that the next meeting of the Committee was scheduled for Thursday, May 15, 2014 at 5:00 p.m. in Room 3214 Conference Room, William G. Davis Building.

**5. Other Business**

There were no items of other business.

The meeting adjourned at 5:45 p.m.

\_\_\_\_\_  
Secretary  
April 12, 2014

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Chair



**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.

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<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

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<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.

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<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.

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<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.

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Secretary  
March 29, 2014

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Chair