



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** Committee on Academic Policy and Programs

**SPONSOR:** Sioban Nelson, Vice-Provost, Academic Programs

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**DATE:** April 28, 2014 for May 13, 2014

**AGENDA ITEM:** 9

**ITEM IDENTIFICATION:**

Report on the Reviews of Clinical Departments: 2013-14

**JURISDICTIONAL INFORMATION:**

“The Committee...has general responsibility...for monitoring the quality of education and the research activities of the University....The Committee receives annual reports or such more frequent regular reports as it may determine, on matters within its purview, including reports on the ...[r]eviews of academic units and programs.”<sup>1</sup>

**GOVERNANCE PATH:**

**1. Committee on Academic Policy and Programs [For Information] (May 13, 2014)**

**PREVIOUS ACTION TAKEN:**

Governing Council approved the *Policy for Approval and Review of Academic Programs and Units* in 2010. The *Policy* outlines University-wide principles for the approval of proposed new academic programs and review of existing programs and units.<sup>2</sup> Its goal is to align the University’s quality assurance processes with the Province’s Quality Assurance Framework through establishing the authority of the University of Toronto’s Quality Assurance Process (UTQAP), which outlines the process for reviewing academic programs and the units that offer them.

The Dean of the Faculty of Medicine commissions reviews of the Faculty's clinical departments, modeled on but outside of the scope of the UTQAP review process, and prepares an annual report on their outcomes and implementation plans. Because of the unique contribution clinical departments make to the Faculty's education programs, this report is brought forward for information to the Committee on Academic Policy and Programs (AP&P). These reviews are intended to help assess and improve quality. The *Policy for Approval and Review of Academic Programs and Units* states that "...the quality of the scholarship of the faculty, and the degree to which that scholarship is brought to bear in teaching are the foundations of academic excellence. More generally, all of the factors that contribute to collegial and scholarly life —academic and administrative complement, research and scholarly activity, infrastructure, governance, etc.— bear on the quality of academic programs and the broad educational experience of students."<sup>3</sup>

### **HIGHLIGHTS:**

One external review of a clinical department, the Department of Medicine, was commissioned by the Dean of the Faculty of Medicine in 2013-14. Additionally, the submission to the AP&P includes a report on the review of the Terrence Donnelly Centre for Cellular and Biomolecular Research (CCBR), a unique Extra-Departmental Unit:A (EDU:A) that does not offer degree programs. A table that summarizes the review outcomes and decanal response/implementation plan for each review is provided.

The overall assessment of the quality of the clinical department reviewed (Medicine) was very positive. The review praised the Chair's leadership in defining and implementing a strong vision; the Department's significant contribution to the Faculty's leadership program, undergraduate medical education, post-graduate training programs, scholarship and research; and the development of collaborative and entrepreneurial relationships. A number of specific recommendations were contained in the review, and the importance of building on relationships with research institutes and continuing the Department's major role in the Toronto Academic Health Sciences Network was highlighted. The decanal administrative responses/implementation plans addressed these issues and others.

The reviewers commended the research conducted within the CCBR, the significant contribution to graduate training of students in affiliated departments, the partnerships with other institutes, and the leadership of the Director. Recommendations included the development of an explicit education mandate for the CCBR. The decanal administrative response confirmed the strengths that had been identified and addressed the recommendations that had been provided.

### **FINANCIAL IMPLICATIONS:**

There are none.

### **RECOMMENDATION:**

For Information.

<sup>1</sup> Committee on Academic Policy and Programs Terms of Reference, sections 3 and 4.9.

<http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Boards+and+Committees/Committee+on+Academic+Policy+and+Programs/apptor.pdf>

<sup>2</sup> [http://www.governingcouncil.utoronto.ca/policies/AcaProgs\\_Units\\_pdf.htm](http://www.governingcouncil.utoronto.ca/policies/AcaProgs_Units_pdf.htm)

<sup>3</sup> [http://www.governingcouncil.utoronto.ca/policies/AcaProgs\\_Units\\_pdf.htm](http://www.governingcouncil.utoronto.ca/policies/AcaProgs_Units_pdf.htm)

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**DOCUMENTATION PROVIDED:**

2013-14 External Review, Department of Medicine

2013-14 External Review, Terrence Donnelly Centre for Cellular and Biomolecular Research

**2013-14 EXTERNAL REVIEW**

EDU:A (without degree programs)	<b>Terrence Donnelly Centre for Cellular and Biomolecular Research</b>
EXTERNAL REVIEW TEAM	<ol style="list-style-type: none"> <li>1. Prof. David Botstein – Anthony B. Evnin '69 Professor of Genomics, Department of Molecular Biology, Princeton University</li> <li>2. Prof. Eric Brown – Professor, Department of Biochemistry and Biomedical Sciences, McMaster University</li> </ol>
DATE OF EXTERNAL REVIEW	November 18, 2013
STRENGTHS	<ul style="list-style-type: none"> <li>▫ extraordinary research environment; “surely the jewel in the crown at the University of Toronto” earning “its place among the best interdisciplinary units in the world”</li> <li>▫ high records of research productivity, funding, and collaboration; strong record of accomplishment compared to outstanding international organizations</li> <li>▫ significant contribution to graduate training of students enrolled in programs associated with affiliated Departments</li> <li>▫ high morale</li> <li>▫ sound organizational structure</li> <li>▫ overwhelming support for the renewal of the current Director who has overseen the Centre’s success since its inception</li> <li>▫ extensive history of partnerships with other academic units and research institutes—locally, nationally, and internationally</li> <li>▫ admirable outreach with local high schools</li> <li>▫ the Centre’s recent establishment as an EDU:A helps clarify the role of its Director</li> </ul>
RECOMMENDATIONS	<ul style="list-style-type: none"> <li>▫ more significant support from the University</li> <li>▫ more focused and independent fundraising effort should be undertaken; a budget for the Director to fundraise effectively</li> <li>▫ integration of education as an explicit mandate would be an exciting opportunity to enrich the Centre, academically, and to provide new revenue</li> <li>▫ establishment of Associate Director positions for graduate and undergraduate education</li> <li>▫ establishment of an international scientific advisory group to advise on best practices, to help maintain high standards, and to identify collaborations</li> <li>▫ enhancement of interaction among labs (e.g., journal clubs, research days, informal gatherings)</li> <li>▫ identification of obstacles to commercialization</li> <li>▫ building of an interdisciplinary graduate program that appeals to students with computational and physical science backgrounds, as well as biology and biomedicine backgrounds; such a program has the potential to integrate research and education that could ultimately include undergraduate education</li> <li>▫ succession planning</li> </ul>
DECANAL RESPONSE	<ul style="list-style-type: none"> <li>▫ gratified that the strategic investment of the University, the Faculties of Medicine, Applied Science and Engineering, and Arts and Science has resulted in the successful implementation of a strategic plan that started almost 15 years ago</li> <li>▫ this interdisciplinary academic unit has excelled in establishing leading-edge, internationally competitive research programs and platforms</li> <li>▫ publications of these collaborating scientists have been highly cited and generated acclaim nationally and beyond</li> <li>▫ opportunity to engage in interdisciplinary research in an integrated open-lab environment has attracted top quality graduate students and postdoctoral fellows</li> <li>▫ Donnelly scientists attract approximately \$1 million annually in overhead funding on contracts and international research grants—by far the largest sum of overhead per capita obtained by any research group in our Faculty—attesting to the entrepreneurial directions and successful relations established with the private sector</li> <li>▫ in agreement with the reviewers’ recommendations with respect to enhancing the collaboration and interaction among the Donnelly labs</li> <li>▫ state-of-the-art platforms available in the Centre provide opportunity for strategic research network-building across the Toronto Academic Health Science Network with the Donnelly Centre scientists in the lead; this network concept could include international collaborations that are emerging both within the Centre and the hospital research institutes</li> <li>▫ the Donnelly Centre has been highly successful in building relationships with industry and Donnelly Centre scientists engage in as much patenting and licensing as can be achieved with limited resources</li> <li>▫ as an EDU:A, the Donnelly Centre could evolve into a degree-granting graduate Department</li> <li>▫ education initiatives that the Donnelly Centre has established with the Department of Molecular Genetics provide opportunity for students with backgrounds in multiple non-biological disciplines (e.g., physics, engineering, computer science, chemistry) to integrate at the graduate level into interdisciplinary fields such as systems biology and bioinformatics</li> <li>▫ confident that the Quantitative Biology Track for doctoral students established in collaboration with the Department of Molecular Genetics will be successful based on the initial interest demonstrated by summer students and by the type of graduate students already attracted to the labs of the Donnelly Centre</li> <li>▫ recommend that the Donnelly Centre continue to seek graduate cross-appointments in the Department of Molecular Genetics and other relevant graduate units such as the Institute for Biomaterials and Biomedical Engineering</li> <li>▫ the Donnelly Centre has limited opportunity to obtain new revenues from internal sources</li> <li>▫ the Donnelly Centre must have a source of restricted funding—both expendable and endowed—that will sustain the innovation demanded by top quality interdisciplinary biomedical research scientists; these funds must come from strategic fundraising and private sector relationships; to this effect the Faculty is recruiting a dedicated Senior Development Officer</li> <li>▫ over the next 5 years, the Faculty fundraising planning must include continual, targeted fundraising for the Donnelly Centre; it is imperative that the funding for innovation in research and education in the Donnelly Centre be continually renewed through external sources including fundraising to assure sustained success impact</li> <li>▫ under the visionary and diligent leadership of the Director, the Donnelly Centre has achieved remarkable academic success in a few short years</li> <li>▫ interdisciplinary collaboration among the scientists has created a resource at the University that is second to none in Canada and that is recognized internationally</li> <li>▫ scope of newly-formed EDU:A will now include a novel interdisciplinary graduate program aligned with the academic mission of cognate units in the Faculty and beyond</li> </ul>

Systematic reviews of Clinical Departments are a critical process of quality assurance accountability at the Faculty of Medicine. The external reviews are commissioned by the Office of the Dean and normally coincide with the end of the terms of Chairs; by extension, they inform the international search for, and reappointment of, Chairs. The review protocols include the terms of reference that identify key issues to be addressed, a self-study report by a wide range of contributors, a visit by a team of approved external reviewers that meets with a broad range of constituencies, the reviewers' report of findings, and the Chair's and Dean's response. A summary is presented to Governing Council's Committee on Academic Policy and Programs (AP&P) and to Faculty Council, for information.

### 2013-14 EXTERNAL REVIEW

<b>CLINICAL DEPARTMENT</b>	<b>Dept. of Medicine</b>
<b>EXTERNAL REVIEW TEAM</b>	<ol style="list-style-type: none"> <li>1. Prof. Talmadge King, Jr. – Chair, Department of Medicine, University of California, San Francisco</li> <li>2. Prof. Jeffrey Turnbull – Professor of Medicine, University of Ottawa; Chief of Staff, The Ottawa Hospital</li> </ol>
<b>DATE OF EXTERNAL REVIEW</b>	October 9-10, 2013
<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>under the leadership of the current Chair, the definition of a strong vision and the development and execution of an aggressive and ambitious agenda has improved the Department</li> <li>success of the current Chair in the development of resources and the fostering of a work environment in which patient care, teaching, and research thrives</li> <li>impressive inclusiveness of key stakeholders</li> <li>positive morale; a sense of pride in being part of a “leading and innovative” Department</li> <li>the Department has been a major leader in quality improvement and the training of faculty members</li> <li>substantial contribution to the educational leadership programs and educational scholarship of the Faculty</li> <li>excellent contribution to undergraduate medical education; quality postgraduate training programs; innovative and promising contribution in the area of Quality Improvement</li> <li>research that spans the spectrum of biomedical investigation; excellent research programs—in terms of funding, innovation and quality of publications</li> <li>establishment of multidisciplinary research grants</li> <li>encouragement of faculty members to be entrepreneurial in seeking funding from industry, foundations, and philanthropic support</li> <li>development of collaborative, mutually supportive working relationships; extensive collaboration with other universities</li> <li>robust academic planning process and mentoring program</li> <li>financial stability; generation of a surplus</li> </ul>
<b>RECOMMENDATIONS</b>	<ul style="list-style-type: none"> <li>the need for the University to continue efforts to better coordinate the research efforts of the faculty across all sites</li> <li>continuation of its investment in a robust fundraising program; consideration of strategies for generating additional endowment support</li> <li>building upon of the relationship with research institutes</li> <li>continuation of the Department's major role in in the Toronto Academic Health Sciences Network (TAHSN)</li> <li>identification of Departmental leaders who both represent and embrace diversity</li> <li>development of a plan to nurture the next generation of full-time clinicians</li> <li>agreement with sentiments expressed by many that the new Chair should be selected after the new Dean is chosen; participation of the hospital CEOs in the recruitment of the Chair</li> </ul>
<b>DECANAL RESPONSE</b>	<ul style="list-style-type: none"> <li>comments about undergraduate, postgraduate, and continuing education are gratifying; the Department produces leaders in education in all divisions of physician education</li> <li>academic career training in research in education, global public health, health care quality improvement, and patient safety have relevance to leadership in education; more leaders from the Department will emerge in these fields over the next five years</li> <li>the University enjoys a collegial and collaborative relationship with its affiliated hospitals and relies on the leadership team of the Faculty to foster strategic relationships with the hospital CEOs and their Executive leads to align the joint academic goals</li> <li>Department Chairs are requested to look carefully at the strategic goals of the hospitals and research institutes where their faculty members are located and to ensure that their Departments take full advantage of their academic partner hospital investments</li> <li>the Department is well positioned to initiate new research and to pursue emerging areas such as diabetes, cardiovascular, and musculoskeletal health sciences; BRIDGES (Building Bridges to Integrate Care) is an excellent example</li> <li>the Department is encouraged to provide appropriate career mentoring and retraining options as necessary for clinician investigators</li> <li>the Department is encouraged to address the debt load of clinician-scientist trainees through loans and/or bursary funding beyond the usual postgraduate trainee remuneration</li> <li>the Faculty strongly endorses the recommendation about faculty diversity that is clearly outlined in the “Faculty of Medicine Diversity Statement”</li> <li>the Department has led the Faculty's initiative to collect academic performance data by early adoption of the WebCV product</li> <li>upon expression of concern by some members of the Department at the time of the review that the search for the next Chair was launched 18 months in advance of the end of the final term of the Dean and one year in advance of the final term of the current Chair, the Dean discussed the concern with both the previous and current Vice-President and Provost who supported the timing of the search, which was consistent with the University's policies and procedures; the advisory committee for the appointment of the next chair was fully informed of the concern raised by some and declared its commitment to undertake due diligence in advising the Dean; the Dean communicated this information to the Executive Committee of the Department; the candidates were interviewed by fully-affiliated hospital CEOs in follow-up to the recommendation</li> <li>the current Chair has led the Department to a new level of strategic vision and commitment to integration and innovation; her successor will be well-positioned to continue building positive and effective relationships with the affiliated hospital CEOs and the many other stakeholders who offer opportunity for collaborative partnership with the Department</li> </ul>