

**UNIVERSITY OF TORONTO**

**THE GOVERNING COUNCIL**

**REPORT NUMBER 157 OF THE PLANNING AND BUDGET COMMITTEE**

**October 28, 2013**

To the Academic Board,  
University of Toronto

Your Committee reports that it held a meeting on October 28, 2013, at 4:10 p.m. in the Michael E. Charles Council Chamber, Galbraith Building, at which the following were present:

Professor Elizabeth Cowper (In the Chair)  
Professor Steven J. Thorpe (Vice-Chair)  
Professor Cheryl Regehr, Vice-President and Provost  
Professor Scott Mabury, Vice-President, University  
Operations  
Professor Donald C. Ainslie  
Professor Benjamin Alarie  
Dr. Dimitri Anastakis  
Mr. Harvey Botting  
Professor Eric Bredo  
Professor Wendy M. Duff  
Ms Sally Garner, Executive Director, Planning and  
Budget  
Dr. Avi Hyman  
Professor Jim Yuan Lai  
Professor Ron Levi  
Professor Douglas McDougall  
Professor Amy Mullin  
Ms Jiwon Tina Park  
Professor Lacra Pavel  
Ms Mainawati Rambali

**Secretariat:**

Mr. Anwar Kazimi, Secretary, Planning and  
Budget Committee  
Ms Mae-Yu Tan, Assistant Secretary, Office of  
the Governing Council

**Regrets:**

Mr. Chris Balette  
Professor David Cameron  
Ms Claire M.C. Kennedy

**In Attendance:**

Mr. Larry Alford, University Chief Librarian  
Ms Beth Ali, Director, Intercollegiate and High Performance Sport, Faculty of Kinesiology and Physical  
Education  
Ms Laura Anderson, Project Coordinator, University of Toronto Libraries  
Ms Julie Hannaford, Associate Librarian, Humanities and Social Science  
Professor Ira Jacobs, Dean, Faculty of Kinesiology and Physical Education  
Professor Gretchen Kerr, Vice-Dean, Academic Affairs, Faculty of Kinesiology and Physical Education  
Ms Rosanne Lopers-Sweetman, Chief Administrative Officer, Faculty of Kinesiology and Physical  
Education  
Ms Sian Meikle, Interim Director, Information Technology Services – Digital Library and Web Services  
Professor Seamus Ross, Dean, Faculty of Information  
Ms Archana Sridhar, Assistant Provost

ALL ITEMS ARE REPORTED FOR INFORMATION.

## OPEN SESSION

### 1. Opening Remarks

The Chair welcomed members and guests to the meeting.

### 2. Senior Assessor's Report

Professor Regehr provided information on the process by which academic plans were developed:

- Academic plans were public and externally-facing documents that provided divisions the opportunity to articulate and share their goals and priorities with their diverse stakeholders.
- The Planning and Budget Committee played a critical role in the University's process of academic planning and quality assurance. Consistent with its terms of reference, the Committee reviewed and made recommendations on the University's general planning frameworks. In addition, the Committee received approved Faculty academic plans for information, providing an important opportunity for the Committee to offer valuable feedback to the divisions.
- Two key elements in the overarching planning processes were the *Policy for Approval and Review of Academic Programs and Units* and the University of Toronto's Quality Assurance Framework (UTQAP).
- As a part of the UTQAP process, divisions engaged in a self-study, intended to be a critical reflection of their respective strengths and challenges, and to provide a foundation for new academic offerings and changes to existing programs. A broad consultation process within divisions remained integral to the self-study process.
- Following the self-study, external reviewers from peer institutions were invited to help divisions reflect on how challenges and opportunities could be harnessed to set and achieve new goals. After an external review, the Dean would begin the process of academic planning.
- Academic planning at the University was governed by the Provostial guidelines that were presented to the Committee in 2009. In 2010, the then-Provost had assembled a representative working group to examine academic planning. The following year, that advisory group had presented a draft report that had identified the following key principles:
  - Notice and information-sharing: members of the division undertaking a planning exercise were provided with the context and parameters of the planning exercise in a timely manner;
  - Consultation: consulting with faculty and students at regular opportunities was critical, but it was important to note that consultation would not always result in consensus;
  - Academic freedom: the University's commitment to academic freedom informed academic planning and was central to all of the University's decisions;
  - Flexibility: academic plans must contain room for innovation and for a division's priorities to evolve with changing circumstances and academic priorities; and
  - Academic rationale: All academic plans were to be consistent with the University's academic mission and values.

Professor Regehr noted that the three academic plans that were being presented at the meeting had used the principles that had been identified by the advisory group, and that the principles are contained in a draft report that is available on the Provost's website. She concluded by noting that academic changes were brought forward through separate governance processes.

### **3. Faculty of Information Academic Plan, 2012-2017**

Professor Regehr indicated the Faculty of Information had been accredited in 2010. The last external review of the Faculty had been conducted in 2007. That review had identified challenges faced by the Faculty in a constrained fiscal environment. The Faculty was about to undergo a review in January 2014 that would further shape the path for the implementation of the Academic Plan.

Dean Ross informed the Committee that the Academic Plan had resulted from an extended consultation process with faculty, staff, students, and members of the community, with the Plan being endorsed by the Faculty Council in April 2013. Dean Ross highlighted the following in his remarks:

- The Faculty remained committed to excellence and recognized its responsibility by engaging in creative scholarship and educational development.
- The Academic Plan provided clarity on how the Faculty intended to achieve its stated goals over the five-year period.
- The goals and priorities highlighted in the Academic Plan would allow for collaborations with other divisions within the University, and with the broader community.

Documentation is attached as Appendix “A”.

### **4. Faculty of Kinesiology and Physical Education Academic Plan, 2013-2018**

Professor Regehr said that the Faculty of Kinesiology and Physical Education had undertaken a self-study in 2010-2011, and following that, there had been an external review in August 2011. The recommendations made in the external review had included the enhancement of research opportunities in the graduate program; the improvement of laboratory space; and the integration of co-curricular activities throughout the University.

Dean Jacobs informed the Committee that the Academic Plan was the product of three phases of transparent and broadly-communicated consultations that had included town-halls, task force groups, and focus groups. The Academic Plan set out the Faculty’s priorities and measurable metrics to assess its progress towards these goals. Dean Jacobs expressed his confidence in achieving the targets that the Faculty had set for itself in the Academic Plan.

In the discussion, Dean Jacobs highlighted the following:

- The Faculty was committed to deliver University-wide co-curricular programs. In this regard, the athletic divisions at the University of Toronto Mississauga (UTM) and the University of Toronto Scarborough (UTSC) were integral to intramural sports at the University. Task force groups for the Academic Plan had included representatives from UTM and UTSC.
- Student athletes continued to be passionate about their academic experience and had provided feedback on the Academic Plan.
- The Faculty planned to use its limited resources more efficiently to provide excellent support for all students.
- The athletic activities at Hart House remained an important part of the Academic Plan. The Faculty intended to make optimum use of the tremendously fertile athletic resources, such as Hart House, available across the University to achieve the objectives outlined in the Academic Plan.
- The integrated nature of the Faculty allowed for synergetic partnerships with divisions across the University.

Documentation is attached as Appendix “B”.

**5. University of Toronto Libraries Academic Plan, 2013-2018**

Professor Regehr said that the University of Toronto Libraries (UTL) Academic Plan was not covered under the UTQAP. Nevertheless, a strong library system remained critical for quality research and teaching at the University. Mr. Larry Alford had engaged in a widely-consultative process in the development of the Academic Plan.

In the discussion, Mr. Alford highlighted the following:

- Through a highly sophisticated system of forty-four libraries and a large digital collection, the UTL continued to provide stellar support for teaching and research at the University.
- The University would seek funding from the provincial government to address the need for resources required to increase the space and capacity of its libraries.
- The recent governance approval for the High-Density Library Storage Facility Expansion at the Downsview Campus was one example of the creative use of space and shared resources with other partner institutions in the province.
- U of T Libraries was focused on student engagement and raising student awareness about the libraries' services. For example, under the Innovative Inquiry initiative, the Personal Librarian program would introduce every first-year student to a librarian for individualized support and advice. Librarians would information sessions provide students across the University on basic grounding in library research
- Research remained an important activity for the UTL. Though not mandatory, any librarian who expressed interest in engaging in scholarly research was encouraged to do so.
- Librarians worked directly with faculty in the delivery of massive open online courses.

Documentation is attached as Appendix "C".

**CONSENT AGENDA**

On motion duly moved, seconded, and carried,

The consent agenda was adopted and that the items on it were approved.

**6. Report of the Previous Meeting (September 16, 2013)**

Report Number 156 (September 16, 2013) was approved.

**7. Business Arising from the Report of the Previous Meeting**

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

**8. Date of Next Meeting**

The Chair informed members that the next meeting of the Committee was scheduled to be held on Wednesday, January 15, 2014, in the Council Chamber, Simcoe Hall.

**9. Other Business**

There were no items of other business

The meeting adjourned at 5:10 p.m.

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Secretary

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Chair