

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 18 OF THE ACADEMIC AFFAIRS COMMITTEE

April 25, 2016

To the University of Toronto Scarborough Campus Council, University of Toronto Scarborough,

Your Committee reports that it met on Monday, April 25, 2016 at 4:10 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Ms Kathy Fellowes, Chair
Professor Bruce Kidd, Vice-
President and Principal, UTSC
Professor William A. Gough, Interim
Vice-Principal, Academic and
Dean,
Professor Syed W. Ahmed
Professor Christine Bolus-Reichert
Mr. Dean Carcone
Professor Leslie Chan
Mr. Calvin Chen
Professor George S. Cree
Ms Jacqueline Deane
Professor David J. Fleet
Dr. Alen Hadzovic
Professor John A. Hannigan
Professor Clare Hasenkampf
Ms Whitney Kemble
Professor Michael J. Lambek
Professor Trisha Lamie
Mr. Andrew C. Leung
Dr. Nathan R. Lovejoy
Mr. Joshua Miller
Mr. Perry Mitchell
Dr. Matthias Niemeier
Mr. Eugene Ofosu
Professor Pascal Riendeau
Professor Larry A. Sawchuk
Professor Mark A. Schmuckler
Dr. Zohreh Shahbazi
Professor Phil Triadafilopoulos*
Ms Lynn Tucker
Professor David Zweig

Non-Voting Assessors:

Ms Annette Knott
Dr. Janelle C. LeBoutillier
Mr. Desmond Pouyat

Secretariat:

Ms Amorell Saunders N'Daw
Ms Rena Prashad (Parsan)

Regrets:

Professor George Archontitsis
Ms Shivali Barot
Dr. Curtis Cole
Professor Tarun Dewan
Professor Neal Dolan
Professor Mark Hunter
Mr. John Kapageridis
Dr. Elaine Khoo
Professor Heinz-Bernhard Kraatz
Professor Philip Kramer
Professor Patricia Landolt
Professor Andrew Mason
Dr. Karen Lyda McCrindle
Mr. Sam Nami
Dr. Christopher Ollson
Ms Victoria Owen
Dr. Mahinda Samarakoon
Professor William E. Seager
Dr. Jayeeta Sharma
Professor Grace Skogstad
Professor Andre Sorensen

* Telephone Participants

In attendance:

Ms Maryam Ali, Manager, Office of the Vice-Principal, Academic, and Dean
Ms Jennifer Ankrett, Director, Academic Advising and Career Centre & Interim Director,
Arts and Science Co-op
Ms Zahra Bhanji, Director, Office of the Vice-Principal, Research
Ms Lesley Lewis, Assistant Dean, Office of the Vice-Principal, Academic, and Dean
Dr. Naureen Nizam, Director, Systems and Operations, Registrar's Office
Ms Fiorella Shields, Director, Student Services, Registrar's Office

1. Chair's Remarks

The Chair welcomed members and guests to the meeting and introduced meeting teleconference participants. She welcomed the newly appointed Secretary of the Governing Council, Ms Sheree Drummond, to the meeting, and thanked Dr. Jennifer McKelvie for Chairing the March 22nd meeting in her absence. Lastly, she reminded the Committee that the last meeting of the governance year would be held June 15th and she asked members to hold the date in their calendars.

2. Assessors' Reports

The Chair invited the Assessors to present their reports.

Professor William Gough, Interim Vice-Principal, Academic, and Dean, provided the Committee with highlights from the Annual Report on Adjunct and Status only Appointments at UTSC. He explained that Adjunct and Status only appointments were granted to individuals who were employed outside of the University of Toronto whose skills and expertise could advance the academic mission of the University. The appointments were non-continuing and non-salaried. He reported that at UTSC, most Adjunct and Status only appointments were positions within the Department of Physical and Environmental Sciences (DPES) in order to support Masters and Ph.D. students or within the professional programs.

In response to a question regarding the duties performed by Adjunct and Status only lecturers, Professor Gough explained that they taught courses within professional programs and supervised Masters and Ph.D. students.

The Chair thanked Professor Gough for his report.

3. The UTSC Academic Plan

The Chair reported that the development of the UTSC Academic Plan began two years ago with broad input and consultation from across the campus.

She invited Professor Gough to present the UTSC Academic Plan to the Committee. The presentation¹ included the following key points:

- The theme of the Plan was Working Together to Make a Better UTSC;
- The principles of the Plan were rooted on the University of Toronto mission, the strategic directions of UTSC, and President’s identified three priorities;
- The UTSC Academic Plan process included input from the undergraduate and graduate academic units and support units (i.e. Centre for Teaching and Learning, UTSC Library, and the Office of the Vice-Principal, Research), campus executives, and the Provost;
- Emergent Themes in the Plan included:
 - **Program Development**- the development of new undergraduate and graduate programs, with adequate supports to ensure that the programs thrive;
 - **Strategic Enrolment Management**- A focus on monitoring students from the prospect stage to beyond graduation. The strategy also included a facilitated transfer program with Centennial College and Seneca College, which recognized the value of access to education. In addition, emphasis would be placed on the rate of progression to degree completion and conversion rates between offers of admissions and acceptance rates;
 - **Alumni Engagement**- An effort to encourage UTSC alumni to engage in meaningful mentorship opportunities with current students;
 - **Experiential Learning**- A plan to strengthen co-op programs and develop research opportunities in the form of service learning and field courses;
 - **Research**- Enhancement of the UTSC research enterprise by extending research competitiveness to a broader range of UTSC researchers; and
 - **Strong Foundations**- Developing a graduate student culture on campus, providing greater budgetary autonomy to the academic departments, and establishing faculty status for large academic departments.

A member asked about the number of undergraduate students who pursue graduate or professional programs upon graduation. Professor Gough reported that information could be collected for students who received admissions into graduate or professional programs at UofT. However, It would be difficult to gather information on students who did not pursue graduate studies locally.

A member commented on the facilitated transfer program and asked what other initiatives were being proposed by the campus leadership to provide access to higher education at the University level.

Professor Gough reported that the facilitated transfer program with Centennial College and Seneca College was the main initiative, and that other community engagement and outreach were also used to attract students to UTSC.

¹ Presentation- UTSC Academic Plan

In response to a question regarding the metrics on performance for facilitated transfer students, Dr. Naureen Nizam, Director, Systems and Operations, Registrar's Office, explained that reporting on the performance of facilitated transfer students could be generated and tracked.

In response to a question regarding research space for new faculty, Professor Gough reported that it was encouraged to hire new faculty providing that there was adequate research space for them on campus.

In response to a question regarding student retention, Professor Gough reported that students who left UTSC were likely to pursue study on the St. George campus. He remarked that UTSC was designing innovative activities to engage top students and keep them at UTSC.

The Chair thanked Professor Gough for this presentation of the UTSC Academic Plan.

On motion duly made, seconded and carried,

YOUR COMMITTEE RECOMMENDS,

THAT, the UTSC Academic Plan, 2015-2020, as described in the document dated April 2016, and submitted by the Interim Vice-Principal Academic and Dean, Professor William Gough, be recommended for endorsement in principle.

4. Clarification of Alternative Grading Scales in the UTSC Academic Calendar

The Chair invited Professor Mark Schmuckler, Vice-Dean, Undergraduate, to present the Clarification of Alternative Grading Scales in the UTSC Academic Calendar to the Committee. Professor Schmuckler reported that the Pass/Fail grading scale did not comply with the *University Assessment and Grading Practices Policy*. The Registrar's Office confirmed that no courses at UTSC were using the Pass/Fail grading scale, but instead used the Credit/No-credit grading scale. In consultation with the UTSC Registrar and the University of Toronto Registrar, editorial revisions were made to the 2016-17 UTSC Academic Calendar to remove the Pass/Fail grading scale.

5. Undergraduate minor curriculum modifications

The Chair invited Professor Schmuckler to present the Undergraduate minor curriculum modifications to the Committee for approval. He reported that the admission requirements for all programs in Computer Science (i.e. Specialist/Specialist Co-op, Major/Major Co-op, and Minor) were revised to allow students to choose programs as a Subject POST after completing 4.0 credits rather than 5.0 credits. The standard at UTSC was to allow students to choose their Subject POST after completing 4.0 credits.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the minor modifications to the admission requirements for Computer Science programs, submitted by the Department of Computer and Mathematical Sciences, as described in the proposal dated March 29, 2016 and recommended by the Interim Vice-Principal Academic and Dean, Professor William Gough, be approved effective immediately for the academic year 2016-17.

6. Undergraduate Minor Curriculum Modifications

The Chair invited Professor Schmuckler to present the Undergraduate minor curriculum modifications to the Committee for information. He reported that at the February 25th Committee meeting, the Minor in Curatorial Studies was approved. All courses associated with the program were assigned the subject designator (CUR), which was already being used within the University of Toronto system. As a result, the subject designator for the courses was updated to (CRT). Professor Schmuckler advised the Committee that moving forward all academic units must provide documentation from the Registrar's Office that all new course codes have been approved.

CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the consent agenda be adopted and that the item requiring approval (item 7) be approved.

7. Report of the Previous Meeting: Report Number 17- Tuesday, March 22, 2016

8. Business Arising from the Report of the Previous Meeting

9. Date of the Next Meeting –Wednesday, June 15, 2016 at 4:10 p.m.

10. Other Business

No other business was raised.

The meeting adjourned at 5:32 p.m.

Secretary

Chair

UTSC Academic Plan 2015-2020

Presented by: Professor William Gough
Vice-Principal and Dean (Interim)

April 25, 2016

Working
together to make
a better UTSC

Structure of Plan

- Principles
 - U of T Mission
 - Strategic Directions
 - President's Priorities
- Vision and Values – UTSC focus
- Emergent Themes
 - Program Development
 - Strategic Enrollment Management
 - Alumni Engagement
 - Research
 - Strong Foundations

Structure of Plan

- Principles
 - U of T Mission
 - Strategic Directions
 - President's Priorities
- Vision and Values – UTSC focus
- Emergent Themes
 - Program Development
 - Strategic Enrollment Management
 - Alumni Engagement
 - Research
 - Strong Foundations

Our Mission

The University of Toronto is committed to being an internationally significant research university, with undergraduate, graduate and professional programs of excellent quality.

Our Mission

The University of Toronto is committed to being an **internationally significant research university**, with undergraduate, graduate and professional programs of excellent quality.

UTSC Strategic Directions

New and emerging areas of scholarship
 Innovative research
 Global perspective
 Experiential learning
 Strong foundations

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

President's Priorities

Community building
 International outreach
 Re-inventing undergraduate education

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

Governance Pathway

APRIL 25 — Recommendation, Academic Affairs Committee
 MAY 26 — Approval, Campus Council
 MAY 30 — Information, Academic Board

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

Academic Planning Process

BIO, CMS, PES, PSY, PHL, HS, CDS, HCS, MGT, VPR, LIB, CTL, SOC, ENG, ANT, PS, CFL, ACM

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

Structure of Plan

- Principles
 - U of T Mission
 - Strategic Directions
 - President's Priorities
- Vision and Values – UTSC focus**
- Emergent Themes
 - Program Development
 - Strategic Enrollment Management
 - Alumni Engagement
 - Research
 - Strong Foundations

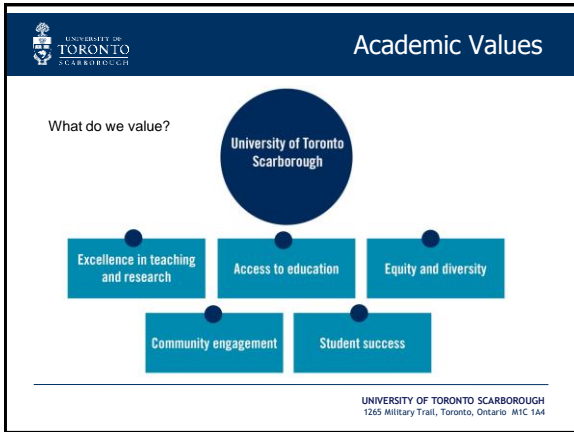
UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

Academic Vision

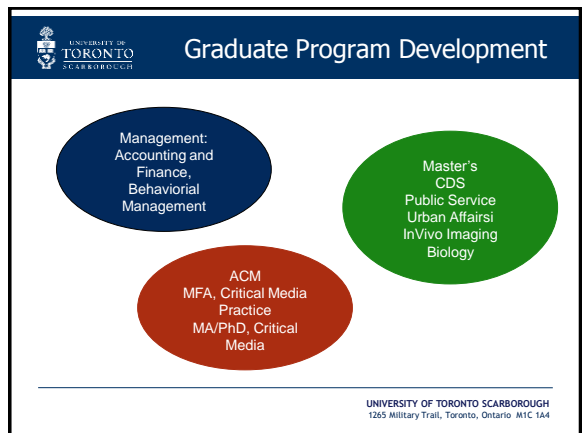
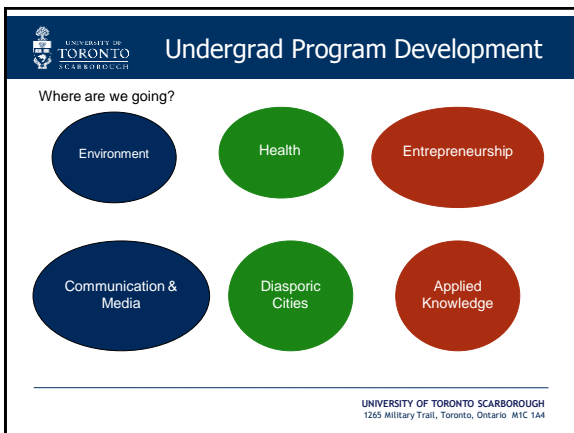
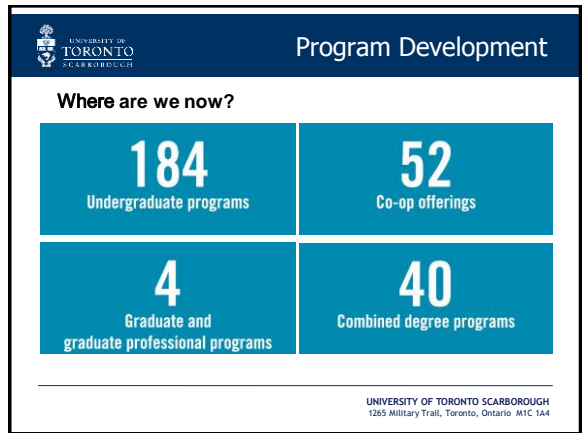
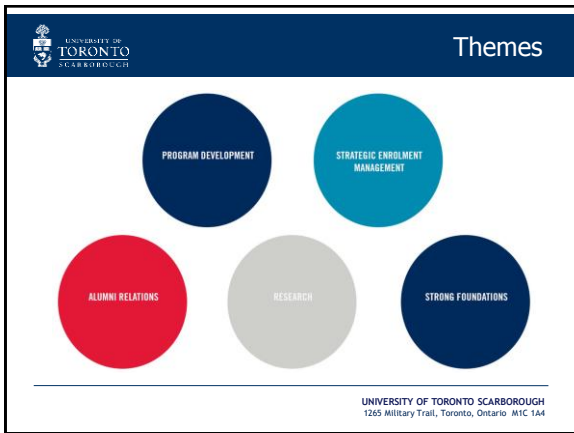
What do we want to achieve?

Rich educational experience
 Postgraduate preparation
 International experience
 Stronger community links

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4



- ## Structure of Plan
- Principles
 - U of T Mission
 - Strategic Directions
 - President's Priorities
 - Vision and Values – UTSC focus
 - **Emergent Themes**
 - Program Development
 - Strategic Enrollment Management
 - Alumni Engagement
 - Research
 - Strong Foundations
- UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4



Program Development

Curricular Mapping

Pathway of depth and breadth of:

- Content knowledge
- Academic skills
- Interpersonal skills

- Learning outcomes: Programs and courses
- Map outcomes within, and across, programs
- Foundation skills: English, digital, numeracy, quantitative reasoning

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

Program Development

Refine curriculum planning:

- Ensure integration at departmental and campus levels
- Responsive to changing intellectual and economic landscapes
- Consider the need for stability and consistency of program offerings
- Ensure adequate human, physical and financial resources

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

Strategic Enrolment Management

Enrolment management

- Recruitment to graduation and beyond
- Relies on detailed, data-driven management of:
 - Student enrolment
 - Student success

The Strategic Enrollment Management Funnel

Suspects
Prospects
Respondents
Applicants
Accepted
Financial Aid
Enrolled
Registered
Term to Term Progress
Undergraduate
Graduate
Post-graduate
Graduated
Alumni

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

Strategic Enrolment Management

The Challenge

U of T Scarborough Enrolment

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

- Undergraduate enrolment has grown 22%
- Many academic units eager to expand programs and have greater involvement in managing enrolment

Strategic Enrolment Management

Undergraduate Enrolment

Graduate Enrolment

- 17 academic units – 13 departments, 2 Centres (EDU:A, B) 2 graduate departments

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

Enrollment Tensions

Student Excellence VS Access to Education

Facilitated Transfer: Seneca Centennial

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

UNIVERSITY OF TORONTO SCARBOROUGH Strategic Enrolment Management

Detailed enrolment plans: Specialist, Major

- Within campus enrolment and graduation targets
- Ensure they receive high quality data support

Deep understanding of student academic success

- Retention from first year through graduation
- Rate of progress to degree completion

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

UNIVERSITY OF TORONTO SCARBOROUGH Strategic Enrolment Management

Goals:

1. Increase volume of highly qualified applicants, both domestic and international
2. Improve conversion rates
3. Ensure students receive relevant information and support required to make effective and appropriate program choices

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

UNIVERSITY OF TORONTO SCARBOROUGH Engaging Alumni

- We value strong ties with alumni. Several successful initiatives already launched include:

SOC

ENG

HG

MGT

- Dean’s office to lead Alumni Relations roundtable
- Registrar’s Office and DARO
 - Work together to ensure alumni information is up to date

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

UNIVERSITY OF TORONTO SCARBOROUGH Experiential Education

Co-op Programs

Research Opportunities

Field Courses and Service Learning

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

UNIVERSITY OF TORONTO SCARBOROUGH Experiential Education

Goals:

1. Create an integrated, coordinated approach
2. Encourage and support departments to strengthen what’s already happening and develop new ways to enrich learning through experience
3. Ensure students are able to engage in opportunities of the highest calibre

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

UNIVERSITY OF TORONTO SCARBOROUGH Strong Foundations

Faculty Complement

Year	Faculty Complement
2014	~325
2020	~375

- Grow by 50 FTE
- Enhance teaching culture

UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

Departmental budgetary autonomy

- Already received significant budget augmentation
- More autonomy closely aligned to involvement in enrolment planning

UTSC's potential as a multi-faculty campus

• Management

- Largest department
 - 2,400 students
 - 31 tenure-stream faculty, 16 teaching stream
- Highly sought after BBA
- Key defining feature: Strategic focus on experiential learning
- A hub for research in Finance, Marketing, Organizational Behaviour



- Centre for Critical Development Studies
 - Transition EDU:B to EDU:A
 - Hosts highly regarded IDS Co-op program, a signature offering
 - Developing graduate program

30 Years of
Global Impact
IDS Co-op Placements
1984 - 2014



Department/Centre structures

- Develop clarity in the role of graduate units
 - Further develop graduate student culture
 - Foster development of EDU:Cs and Ds as a way to support research, plus Collaborative Programs

- Principles
 - U of T Mission
 - Strategic Directions
 - President's Priorities
- Vision and Values – UTSC focus
- Emergent Themes
 - Program Development
 - Strategic Enrollment Management
 - Alumni Engagement
 - Research
 - Strong Foundations

Working
together to make
a better UTSC