To the Academic Board,
University of Toronto

Your Committee reports that it met on Tuesday, November 1, 2016 at 4:10 p.m. in the Council Chamber, Simcoe Hall, with the following present:

**Present:**
Professor Elizabeth M. Smyth (Chair)
Professor Maydianne C.B. Andrade (Vice-Chair)
Professor Sioban Nelson, Vice-Provost, Academic Programs and Interim Vice-Provost, Faculty and Academic Life
Professor Catherine Amara
Professor Marcus Bussmann
Professor Wendy Duff
Mr. Joshua Hunter
Professor Thomas Hurka
Professor. William Ju
Professor Ernest W.N. Lam
Ms. Jennifer J. Lau
Professor Reid B. Locklin
Professor Lacra Pavel
Ms. Jane Pepino
Professor Michael J.H. Ratcliffe
Mr. Rosten Role
Ms. Melinda Scott
Professor Sonia Sedivy
Mr. Abdulwahab Sidiqi
Professor. Anne Harriet Simmonds
Professor Ning Yan
Ms Alena Zelinka

**Non-voting Assessor**
Mr. Richard Levin, Executive Director, Enrolment Services and University Registrar

**Secretariat:**
Mr. David Walders

**Regrets:**
Professor Susan Jaglal
Professor Allan S. Kaplan
Mr. Bingchen (Tony) Shan
Ms Samra Zafar
In Attendance:

Professor Grant Allen, Chair, Department of Chemical Engineering & Applied Chemistry
Professor Cristina Amon, Dean, Faculty of Applied Science and Engineering
Professor Sandra Bamford, Acting Chair, Department of Anthropology, UTSC
Professor Christine Bolus-Reichert, Chair, Department of English, UTSC
Professor David Cameron, Dean, Faculty of Arts & Science
Professor Leah Cowen, Chair, Department of Molecular Genetics, Faculty of Medicine
Professor Amrita Daniere, Vice Principal Academic and Dean, UTM
Mr. Nathan Doidge, Chief Administrative Officer, Lawrence S. Bloomberg Faculty of Nursing
Professor John Duncan, Program Director, Ethics, Society & Law Program, Faculty of Arts & Science
Professor Roberta Fulthorpe, Graduate Chair, Department of Physical & Environmental Sciences, UTSC
Ms Justine Garrett, Coordinator, Academic Planning and Reviews, Office of the Vice-Provost, Academic Programs
Professor Alexandra Gillespie, Chair, Department of English and Drama, UTM
Professor Bill Gough, Vice-Principal Academic and Dean, UTSC
Professor Linda Johnston, Dean, Lawrence S. Bloomberg Faculty of Nursing
Professor Jeannie Kim, Assistant Dean, Academic Programs and Outreach, Daniels Faculty of Architecture, Landscape, and Design
Ms Grase Kim, Assistant Dean, Academic Programs, Lawrence S. Bloomberg Faculty of Nursing
Ms. Annette Knott, Academic Programs Officer, UTSC
Professor Penelope (Poppy) Lockwood, Vice Dean, Academic Planning and Strategic Initiatives, Faculty of Arts & Science
Dr. Daniella Mallinick, Acting Director, Academic Programs, Planning and Quality Assurance, Office of the Vice-Provost, Academic Programs
Professor Doug McDougall, Associate Dean, Programs, OISE
Professor Emmanuel Nikiema, Chair, Department of Language Studies, UTM
Professor Louis Pauly, Chair, Department of Political Science, Faculty of Arts & Science
Dr. Anuar Rodrigues, Research Analyst, UTM
Professor Andre Schmid, Chair, Department of East Asian Studies, Faculty of Arts & Science
Professor Mark Schmuckler, Vice-Dean, Undergraduate, UTSC
Professor Mary Sileo, Vice-Dean, Graduate, UTSC
Professor Richard Sommer, Dean, Daniels Faculty of Architecture, Landscape, and Design
Professor Alison Syme, Chair, Department of Visual Studies, UTM
Professor Nicholas Terpstra, Chair, Department of History, Faculty of Arts & Science
Associate Professor Ann Tourangeau, Associate Dean, Academic, Lawrence S. Bloomberg Faculty of Nursing
Professor Vince Tropepe, Chair Department of Cell & Systems Biology, Faculty of Arts & Science
Professor Holly Wardlow, Director, Health Studies Program, UTSC
Professor Trevor Young, Dean, Faculty of Medicine and Vice Provost, Relations with Health Care Institutions
ALL ITEMS ARE REPORTED TO THE ACADEMIC BOARD FOR INFORMATION ONLY.

The Chair welcomed members and guests to the meeting and thanked the Review Groups for their commitment to the important task of conducting their respective reviews.

1. Reviews of Academic Programs and Units

Professor Nelson drew the Committee’s attention to highlights from the follow-up reports from the Faculty of Information and its Programs and the Department of English and Drama and its Programs at the University Of Toronto Mississauga (UTM).

i. Faculty of Information and its Programs

Professor Nelson reported that in response to concerns about structural issues, the Faculty has had a new management structure in place since July 2015. The Dean, Professor Duff, had taken a number of steps to improve communications between faculty members and the Dean’s Office. In April 2016, a Committee on Doctoral Matters had been established to look at time-to-completion, and tasked with the responsibility of adjudicating requests for program extensions and reviewing doctoral students’ annual progress reports.

ii. University of Toronto Mississauga: Department of English and Drama and its Programs

Professor Nelson reported that the Vice-Principal Academic and Dean Amrita Daniere, had reported in her follow-up letter on actions taken to address issues of gender equality and diversity, following concerns discussed at the Committee meeting in October 2015. The Dean emphasized the Department’s fulsome response to the issues and reported that all teaching faculty in the Department of English and Drama had received training from UTM’s Equity and Diversity Officer. The incoming Chair, Professor Alexandra Gillespie had engaged in broad consultations regarding the Department’s challenges with equity and diversity. Professor Gillespie had undertaken a comprehensive restructuring of the Department designed to increase faculty involvement in Department administration, including a new Committee on Equity and Diversity. The Department was now offering more courses incorporating diverse themes and was searching for a tenure stream faculty member with expertise in Global Anglophone Literatures.

A member remarked on the Department’s level of engagement with diversity and equity issues and was particularly impressed by the discussions around diversity in the curriculum. In reply to questions from members, Professor Gillespie noted that the restructuring of the Department was comprehensive, and noted that the Department would be dovetailing with University initiatives to address diversity issues in the Department. She noted that the faculty within the Department were very excited about the initiatives around curriculum specifically and restructuring of the Department more generally.
a) Semi-Annual Report on the Reviews of Academic Units and Programs, April 2016-September 2016

The Chair noted that since the last report to the Committee, the Office of the Vice-President and Provost had received 16 reviews of units and/or programs: 2 Provostial Reviews commissioned by the Vice-President and Provost and 14 Decanal Reviews commissioned by the Deans of their respective Divisions. All were brought forth to the Committee for information. The submissions included the signed administrative responses from each Dean, which highlighted action plans in response to reviewer recommendations.

For the review process, the Chair reported that members had been broken into four reading Groups and that each Group had been assigned a list of programs and/or units to review. To guide their review, members of these Groups were asked to consider three questions:

i) Does the summary accurately tell the story of the full review?

ii) Does the administrative response address all issues identified?

iii) Are there any questions, comments or substantive issues that the Committee should consider? Is there need to ask that the Vice-Provost, Academic Programs to bring forward a follow-up report?

The Chair invited Professor Nelson to make general remarks about the 16 reviews.

Professor Nelson remarked that the reviews provided an excellent cross-section of the academic diversity at the University. Of the two Provostial reviews, one, from the Faculty of Forestry, had followed the parameters of the University of Toronto Quality Assurance Process (UTQAP), while the second review, from the Ontario Institute for Studies in Education, had not been commissioned under the UTQAP. This was because it did not include the review of academic degree programs in its scope. Rather, it was a standalone review connected to the term of the Dean.

Overall, the themes raised in these reviews echoed those in previous compendia: the excellent quality of our programs, the talent and high calibre of our students, the impressive body of scholarship produced by our faculty, and the strong morale within the programs. In addition, this set of reviews highlighted programs’ innovative curricular approaches and valuable links to the community.

As always, the reviews noted areas for development. These included strengthening relationships between units to support academic program collaborations; finding the right physical spaces for course delivery and research; and supporting students through coordinated advising.

Finally, Professor Nelson noted that many of the reviews had included considerable discussion of resources and budget, from requests for new faculty, to increased enrolment, to changes to physical space. She provided a brief overview of the decentralized nature of the...
the University’s budget model, outlining the role of Deans in preparing Divisional plans and the interaction between the Deans and the Office of the Vice-President and Provost. In light of this budget model, she reminded members that the Committee, in its monitorial role, could ask questions related to items that would impact divisional and institutional budgets; and it may also recommend a follow-up report in cases where it was unclear how issues relative to program quality will be addressed. However, it fell outside of AP&P’s purview to recommend or endorse expenditures.

Finally, it was noted that in many cases, the Reading Group leaders had forwarded to Professor Nelson’s office more extensive notes on the individual reviews.

**Ontario Institute for Studies in Education Provostial Review**

The spokesperson for the Reading Group reported that the summary had covered the full Review report, although there was no mention of the recommended senior leadership position focused on collaboration. The Reading Group noted that while the administrative response presented a forward-looking plan, there were two major issues that were not clearly addressed in the administrative response and that required further commentary from the administration. The first related to the structural deficit identified in the summary in the Faculty. The second related to the further development of the Masters of Teaching Program.

Associate Dean McDougall responded on behalf of the Dean, and noted that changes in government funding for teacher education in Ontario, which included a change in the length of initial teacher education programs from one year to two years, had prompted the Faculty to suspend admissions to the B.Ed. Program, and instead focus on the Master of Teaching Program. Associate Dean McDougall noted that in the time since the review had been conducted, it had been decided that rather than appointing one individual to be responsible for collaborative initiatives, it would be incumbent on the entire faculty to engage in such collaborative efforts.

A follow-up report was requested in one year to address the implementation of the Faculty’s strategic plan, the structural deficit in the Faculty as well as the further development of the master’s program. The Committee also requested an update on how the Faculty would be addressing the reviewers’ recommendations regarding OISE’s response to the Truth and Reconciliation Commission.

**Department of Mathematical and Computational Sciences and its programs (UTM)**

The spokesperson for the Reading Group reported that the summary covered the full Review report. The Group agreed that the Dean's administrative response was very strong and overall addressed the identified issues. There were questions raised regarding the emphasis on activity at the St. George campus in research metrics, and the fact that it would be desirable to hire more faculty, including cross-appointed faculty.

Dean Daniere acknowledged that graduate activities for some Departments were primarily centred at St. George, but that efforts were underway to increase graduate programs.
activities and graduate research at UTM. She also noted that she expected to receive further requests for faculty hires in addition to the five already approved.

No follow-up report was requested.

Department of Language Studies and its programs (UTM)

The spokesperson for the Reading Group reported that the summary mostly covered the full Review report, but that the summary and the administrative response did not adequately address the issue of high faculty workload within the Department and did not discuss faculty renewal.

Dean Daniere noted that the request for a faculty increase within the Department would be looked on favourably by her office. The Department was considering ways to address increased student demand for Chinese language courses.

Professor Nikiema, the Chair of the Department of Language Studies, addressed the issue of faculty workload. He noted that faculty workload was on par with other language studies programs within the University. However, it was the case that faculty in this Department were engaged in a significant amount of community outreach initiatives which put additional stress on their research time. To address this concern, student societies had been encouraged to take a more active role in coordinating community outreach initiatives. In addition, the current plan was to submit a request to hire more full-time faculty members to address faculty workload.

No follow-up report was requested.

Department of Visual Studies and its programs (UTM)

The spokesperson for the Reading Group reported that the summary covered the full Review report. The Group agreed that the Dean's administrative response overall addressed the identified issues. The Reading Group noted that the review and response was very strong. Dean Daniere emphasized UTM’s commitment to the Department and its activities. A question was asked regarding hiring non-western specialists in the Faculty. Professor Syme Chair of the Department of Visual Studies confirmed that this was indeed being examined within the Department.

No follow-up report was requested.

Department of Chemical Engineering & Applied Chemistry and its programs (FASE)

The spokesperson for the Reading Group reported that the summary covered the full Review report. The Group agreed that the Dean's administrative response overall addressed the identified issues. The Reading Group commented on the strength of the review and the response. Questions were raised relating to doctoral student time to completion, faculty invention disclosure, the global ranking of the department, engagement with alumni and recruitment of gender minorities.
Dean Amon reported that while various initiatives were underway to improve time to completion, the current time to completion was consistent with other departments. Turning to disclosure of faculty inventions and Departmental ranking, Professor Allen, Chair of the Department of Chemical Engineering & Applied Chemistry, noted that as many of the Department’s faculty collaborated with other departments, such as the Department of Biomedical Engineering, statistics concerning disclosure of inventions and Departmental rankings did not always accurately capture current reality. In many cases, faculty in the Department conducted research within subdisciplines in the Department so when considering Departmental rankings this should be considered. With respect to alumni engagement, Professor Allen outlined several initiatives to increase faculty engagement which included both online as well as in-person outreach. Finally, Professor Allen noted that the Department would be open to examine initiatives to attract students from gender minorities.

No follow-up report was requested.

**Department of Molecular Genetics and its programs (MEDICINE)**

The spokesperson for the Reading Group reported that the summary covered the full Review report. The Reading Group reported that the review was very positive but that the Dean's administrative response did not adequately address two specific issues: the current financial state of the Department and the concerns relating to allocation of space.

Dean Young responded that a significant investment had been made in the budget within the Department to address the financial deficit; the deficit had been eliminated; and that the Department was in good financial health. Enrolment in the Department had been oversubscribed and new faculty hires were planned. Professor Cowan Chair of the Department of Molecular Genetics and Dean Young advised the Committee that space concerns were being actively addressed both within the Faculty of Medicine and in the MaRS building.

No follow-up report was requested.

**Architectural Studies & Visual Studies programs (FALD)**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response overall addressed the identified issue and that the review was very positive. One concern the reading Group raised related to the high number of faculty at the associate professor rank in the Department.

Dean Sommer noted the Faculty was almost closed in the 1980’s, and very few hires in Architecture were made in the intervening years, resulting in the lack of a senior cohort. Many of the Visual Studies faculty had strong, ongoing careers as practicing artists, and thus have part-time faculty appointments. The Faculty is attending to the promotions of this Group.

No follow-up report was requested.
Health Studies Undergraduate Programs (UTSC)

The spokesperson for the Reading Group reported that the summary mostly covered the full Review report, though the urgency with respect to restructuring plans was not fully captured. The Group agreed that the Dean's administrative response was comprehensive but that there were a few issues that required further commentary from the Dean. Specifically, while major restructuring within the program was planned, it was unclear as to the form it would take and whether all issues would be addressed.

Dean Gough noted that due to recent hires, there were many pre-tenure faculty with more expected in the near term; the Dean was sensitive to the need to take support for these faculty into account. Dean Gough also reported that he was liaising closely with the Provost’s office regarding the restructuring. Professor Holly Wardlow, the new Director of the program, would be working directly with the Dean on these issues.

A follow-up report was requested in one year to update the Committee on the planned restructuring including strengthening leadership within the unit, as well as plans for the two degree options.

Faculty of Forestry and its programs (Provostial Review)

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response did not fully address the identified issues. Several concerns were raised regarding the course offerings in the Faculty of Forestry as well as the undergraduate programs offered through the Faculty of Arts and Science. The following quote was read by the spokesperson on behalf of the Reading Group: “Some resolution of the status of the Faculty of Forestry is long overdue. The indeterminacy under which the unit has had to operate for many years is more than unfortunate. The resilience of the faculty and students in the program under this indeterminacy is frankly remarkable.”

Dean Cameron noted that the synergy between the Faculty of Forestry and the Faculty of Arts and Science would be enhanced through the recent appointment of two vice-deans in the Faculty of Arts and Science. One of these Vice-Deans, Professor Lockwood, addressed some of the issues concerning course offerings. She noted that a thorough examination of the course offerings as well as enrolment would be undertaken. She also noted that increasing student access to field courses was a priority and to assist in this, the Faculty of Arts and Sciences would examine possible collaborations with several other departments. Dean Sain noted that the Faculty was working to increase visibility of the Faculty, increase enrolment, and had engaged in working to fund new faculty positions.
A follow-up report was requested in one year to address issues related to the undergraduate programs offerings, the nexus between the Faculty of Forestry and the Faculty of Arts and Science and progress on faculty hires.

**Department of English and its programs (UTSC)**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response thoroughly addressed the identified issues. The spokesperson noted the outstanding quality of the review. Another committee member commended the Chair on the very positive, collaborative atmosphere between students and faculty that had been outlined in the review.

Dean Gough offered a special thanks to Professor Bolus-Reichert for her remarkable leadership of the Department

No follow-up report was requested.

**Graduate Department of Physical & Environmental Sciences and its programs (UTSC)**

The spokesperson for the Reading Group reported that the summary mostly covered the full review, but did not detail the recommendation that the geoscience faculty be given the opportunity to present a detailed proposal for a fourth stream to the MEnvSc program. The Group agreed that the Dean's administrative response overall addressed the identified issues. The Reading Group agreed that the review itself had been very strong and only minor clarification was requested. One question arose regarding the status of a staff position and whether a previously vacated position would be replaced.

Dean Gough noted a commitment to ensure staffing responds to Departmental needs.

No follow-up report was requested.

**Department of History and its programs (FAS)**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed the review was very positive and that the Dean's administrative response overall addressed the identified issues. However, there were some issues that were not entirely covered including a response to the suggestion that course and curriculum planning in the Department was *laissez-faire*, a perceived lack of internship opportunities as well as decline in enrolment in major and specialist programs.

On the issue of internships, Dean Cameron reported that requests for increased internship were not unique to the Department of History. This issue was being addressed at the Faculty level. Professor Terpstra, Chair of the Department of History, did not concur with the suggestion that course and curriculum planning was *laissez-faire*, noting that such
planning was done with careful consideration. While first year courses were designed to attract students to the Department, upper year courses were designed to focus on excellence in research. There were also four mandatory thematic topics that students were required to satisfy through their course selection.

Finally, Professor Terpstra reported that while there had been a decrease in enrolment in major and specialist programs, this decrease was from a previously inflated level that related to the double-cohort. The belief was that current levels of enrolment were more typical. There were ongoing discussions regarding the appropriate cohort size for incoming doctoral cohorts. This discussion included the possibility of increasing enrolment in master’s programs and reducing enrolment in PhD programs.

No follow-up report was requested.

**Department of Cell & Systems Biology and its programs (FAS)**

The spokesperson for the Reading Group reported that the summary covered the full review. The group agreed that the Dean's administrative response overall addressed the identified issues. There were two main issues the Reading Group sought greater clarification on. The first related to initiatives to increase synergy within the department as well as enhancing communication of expectations to graduate students.

Dean Cameron provided initial comments noting that requests for two additional faculty members had been received and that these requests were under review. He added that the long term goal was to consolidate the Department in one space. Professor Tropepe, Chair of the Department of Cell & Systems Biology then outlined the various initiatives that were being undertaken to increase synergy in the Department and also to create connections with other Departments. With respect to communicating expectations to graduate students, Professor Tropepe listed the numerous ways in which communications were made, including literature, online postings and town halls. In concluding his remarks, Professor Tropepe noted that communications strategies within the Department would continue to evolve and improve.

No follow-up report was requested.

**Ethics, Society and Law Undergraduate Program (FAS)**

The spokesperson for the Reading Group reported that the summary covered the full review. The Group noted that the program was unique among other programs given its interdisciplinary nature. While the Group agreed that the Dean's administrative response overall addressed the identified issues, the main concern raised by the reading Group related to the high number of sessional instructors that taught courses in the program. Another question related to whether the program was perceived by students as a *de facto* pre law program.

Vice-Dean Lockwood noted that the cross-divisional nature of the program, along with the complexity of faculty appointments in Federated Colleges, explained the high number of sessional lecturers. She also noted that reviews of the instructors in the program were
consistently extremely positive. It was a long-term goal to examine the issue of faculty complement associated with programs in the Federated Colleges.

Turning to the second question, Professor Duncan, Program Director, Ethics, Society & Law Program, noted that Ethics, Society and Law was not a pre-law program, but did attract many students interested in continuing studies in law.

A follow up report was requested in one year to focus on the broad issue of long-term sustainability of the program given its interdisciplinary nature and staffing mix, and on support for sessional instructors.

Department of East Asian Studies and its programs (FAS)

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response did not adequately address all the identified issues. Specifically, the Reading Group had significant concerns related to the financial health of the department and the suggestion that 100 additional students be admitted to the department.

Vice-Dean Lockwood informed the Committee that it had been recognized that it was critical to examine the financial structure of the Department and the need to balance interest in the program in the Department with keeping class sizes manageable. She also noted that there was a commitment to undertake a review of how language programs were being offered with the Faculty more generally, and a recognition of the importance of the success of these programs.

Professor Schmid, Chair of the Department of East Asian Studies apprised the Committee that the Department was experiencing a financial shortfall and that the admission of 100 additional students discussed in the response was contingent on additional funding. He also stated that alternative approaches to pedagogy were being examined but it was somewhat challenging given the desirability of promoting conversation among students in the classroom.

A follow-up report was requested in one year to address various departmental initiatives, including ways to address the financial health of the Department and alternative approaches to pedagogy.

Department of Political Science and its programs (FAS)

The spokesperson for the Reading Group reported that the summary covered the full review. The Group agreed that the Dean's administrative response addressed the identified issues. Two issues on which the Group requested greater clarity were the high number of faculty that were co-opted from the program to other departments or centres in the University (e.g., the Munk School of Global Affairs) as well as a perceived lack of cohesion among teaching assistants (TAs).

In reply, Professor Pauly, Chair of the Department of Political Science, noted that while it was the case that some faculty were reassigned to other positions, the Department was very
supportive of such initiatives, and, since the Department was able to attract extremely
talented faculty, it was able to fill any gaps created by such reassignments. On the matter of
TAs, Professor Pauly reported that there was a new TA Coordinator working towards
increased training of TAs and better communication between TAs and the Department. He
noted that the current review process had been highly valuable in terms of engendering
increased departmental collegiality.

No follow-up report was requested.

The Chair thanked all of the Reading Groups for their insightful feedback and commitment
to the review process. She also extended a special thanks to Dr Mallinick and Ms Garrett
for their extremely hard work in compiling the review materials.

b) Follow-up Report from Previous Review

i. Faculty of Arts and Science: Human Biology Undergraduate Programs

Professor Nelson reported that Dean Cameron’s follow-up report described changes to
programs, as well as improvements to facilities and complements. The Environment and
Health program had been entirely transferred to the School of the Environment, and a
major modification was planned for the Global Health program. New College had provided
new office space for staff and faculty. The programs would also begin to use dedicated
Human Biology laboratories in the Ramsay Wright Building as of January 2017. The
Faculty Arts and Science had more than doubled the administrative and technical staff
complement that supported the programs, and was searching for a tenure stream position in
Neuroscience with a start date of July 1, 2017.


On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the report of the previous meeting, Report 181, be approved.

3. Business Arising from the Report of the Previous Meeting

There was no business arising from the report of the Previous Meeting.

4. Date of Next Meeting:

Members were reminded that the next meeting was scheduled for January 10, 2017, at 4:10
p.m.
END OF CONSENT AGENDA

5. Reports of the Administrative Assessors

Professor Nelson reported that her office had received the following list of items from the Quality Council which would be a part of their audit scheduled for February 6 to 8, 2017.

- Cyclical Reviews:
  - Journalism, Honours BA: Specialist (UTSC joint with Centennial College)
  - Linguistics (Honours BA: Specialist, major, minor and MA/PhD)
  - Pharmacy (BScPhm)
  - Biomedical Communication (MScBMC)
  - Physics (Honours BSc/MSc/PhD)

- New Programs:
  - Financial Risk Management (MFRM)
  - Environmental Studies (Major) HBA

- Expedited Approval:
  - Musculoskeletal Science (collaborative program)

- Major Modifications:
  - Environmental Geosciences Specialist: University of Toronto Mississauga; Department of Chemical and Physical Sciences/UTM Department of Geography: Honours
  - University of Toronto Scarborough: Department of Computer and Mathematical Sciences: Bachelor of Science in Quantitative Analysis – Specialist and Specialist Co-op.

6. Other Business

There were no items of other business.

The meeting adjourned at 6:53 p.m.

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Secretary                                    Chair

November 2, 2016