



**OISE COUNCIL**

MINUTES OF THE MEETING OF OISE COUNCIL, held on October 28, 2015 at 3:00 p.m. in the Dean's Boardroom at the Ontario Institute for Studies in Education

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**Present:**

Prof. Eunice Jang, Chair  
Prof. Scott Davies, Vice-Chair  
Prof. Glen Jones, Interim Dean

Ms. Vesna Bajic  
Prof. Abigail Bakan  
Prof. Jeff Bale  
Mr. Kurt Binnie  
Ms. Caitlin Campisi  
Prof. Charles Chen  
Ms. Marisol D'Andrea  
Ms. Nathasha Dias  
Ms. Monique Flaccavento  
Ms. Annette Ford  
Prof. Kathleen Gallagher

Prof. Ruben Gaztambide-Fernandez  
Prof. Tara Goldstein  
Dr. Sheldon Grabbe  
Prof. Jim Hewitt  
Ms. Jessica Hierons  
Ms. Helen Huang  
Ms. Sim Kapoor  
Ms. Sona Kazemi  
Prof. Clare Kosnik  
Prof. Rhonda Martinussen  
Prof. Doug McDougall  
Ms. Christina Mitas  
Prof. David Montemurro  
Prof. Michele Peterson-Badali

Prof. Angela Pyle  
Mr. Morgan Selvanathan  
Ms. Jeanne Sinclair  
Prof. Suzanne Stewart  
Mr. Rouben Tchakhmakhtchian  
Prof. Miglena Todorova  
Prof. Marcelo Vieta  
Prof. Njoki Wane  
Ms. Lise Watson  
Mr. Nicholas Westrate  
Prof. Leesa Wheelahan  
Prof. Earl Woodruff  
Ms. Maggie Xu  
  
Ms. Biljana Cuckovic, Secretary

**Guests:**

Ms. Lynne Alexandrova  
Mr. Jason Brennan  
Ms. Ai-Ri Brown  
Ms. Bessie Gianikos  
Prof. Roy Gillis

Mr. Dominic Goveas  
Mr. Pierre Lee  
Mr. Terry Louisy  
Ms. Denise Makovac  
Ms. Stephanie Michelle

Ms. Joanne Nonnekes  
Prof. Eve Tuck  
Mr. Doug Ullrich  
Prof. Terezia Zoric

**Regrets:**

Prof. Nina Bascia  
Dr. Zahra Bhanji  
Ms. Rachel Birney  
Ms. Lara Cartmale  
Prof. Ruth Childs  
Prof. Meric Gertler

Prof. Esther Geva  
Ms. Lu Huang  
Mr. Stephen Krencil  
Jessica Leung  
Prof. Roy Moodley  
Dr. Jeff Myers  
Prof. Sherene Razack

Ms. Elisabeth Rees-Johnstone  
Prof. Cheryl Regehr  
Prof. Locke Rowe  
Ms. Rebecca Singer  
Prof. Sandra Styres  
Ms. Anna Liza Villanueva  
Ms. Zian Zhang  
Justice Marvin Zuker

**1. Review and Approval of Agenda**

The agenda for the meeting was approved.

**2. Review and Approval of DRAFT Council minutes of April 22, 2015**

Minutes of the OISE Council meeting held on April 22, 2015 were approved.

**3. Executive Committee**

Prof. Kathleen Gallagher began chairing the meeting and called for nominations from the floor for the following positions on the Executive Committee: 1 Chair of Council, 1 Vice-Chair of Council, and 2 Faculty.

On motions duly made, seconded and carried:

Prof. Eunice Jang was elected as Chair of Council;

Prof. Scott Davies was elected as Vice-Chair; and

Prof. Suzanne Stewart was elected as faculty representative on the Executive Committee.

One faculty position remained unfilled.

Prof. Gallagher invited the newly elected Chair Prof. Jang to chair the remainder of the meeting.

**4. Chair's Report**

The Chair welcomed new and continuing members to the first meeting of the Council this year, and thanked them for their continued support. She expressed hope that the OISE Council will become a forum for active discussion and that members' suggestions regarding topics of interest are welcome. The Vice-Chair echoed the Chair's comments and shared that he was very pleased to be there.

**5. Dean's Report**

The Interim Dean, Prof. Glen Jones thanked the Chair and Vice-Chair for taking on these important roles, and stressed the importance of the OISE Council within the Institute. He acknowledged the representatives of the Student Teachers Union and the OISE Alumni Association, and welcomed members and guests in attendance.

Prof. O'Sullivan's term as Dean of OISE concluded on June 30, 2015 and new academic leadership has been in place since July 1, 2015. The Dean acknowledged that the past several months had been challenging and thanked everyone in the community for their support during the transition. The new leadership team including Prof. Doug McDougall, Associate Dean, Programs; Prof. Michele Peterson-Badali, Associate Dean, Research, International and Innovation; Prof. Earl Woodruff, Chair, Applied Psychology and Human Development; Prof. Nina Bascia, Chair, Leadership, Higher and Adult Education; Prof. Jim Hewitt, Interim Chair, Curriculum, Teaching and Learning; and Prof. Abigail Bakan, Chair, Social Justice Education, have collectively made outstanding contributions over the past four months in office. The Dean acknowledged Prof. Clare Kosnik, who as of November 1, 2015 becomes the Director of the Dr. Eric Jackman Institute of Child Study, and thanked Prof. Rhonda Martinussen for stepping in as acting director of the Jackman ICS over the past four months.

Amongst OISE's many priorities, the senior academic leadership has been focused on changing the tone and tenor of decision-making by working collaboratively, and being as transparent as possible while enabling greater participation. Strengthening both internal and external communications has been another important priority, along with integrating the great work that is taking place in the alumni, communications and advancement domains under the external relations umbrella. On a temporary base, Prof. Charles Pascal has agreed to serve as Special Advisor to the Dean on External Relations. The Dean has been working with Prof. Pascal in establishing an external advisory board for OISE called the

Strategic Directions Group. On the advancement front, Prof. Pascal is working with department Chairs to identify several short-term fundraising priorities for OISE. The Dean commended Associate Director, Alumni and External Relations, Sim Kapoor, for her excellent work on building the alumni relations portfolio and the many exciting alumni engagement initiatives taking place within the Institute.

Given that OISE's revenue comes from enrolment, the importance of recruitment initiatives that will allow the departments to meet enrolment targets is critical. Prof. McDougall is leading the Recruitment Committee for the Institute, comprised of departmental representatives and members of the various service units who are working to develop a recruitment strategy. The Open House events were a success this year thanks to the many colleagues across the Institute who were involved in recruitment activities.

The Indigenous Education Initiative continues to be a key priority for OISE. The Dean thanked Prof. Suzanne Stewart for agreeing to step in as Interim Academic Director for the Initiative, and for her leadership with respect to developing the governance structure and processes for the Initiative including setting the direction for future activities and sharing information with the community.

The Dean recognized the challenges associated with significant changes to the non-academic staffing structure that took place recently at OISE. The transition associated with restructuring was complex involving tremendous change including many colleagues in new or significantly changed positions. There have been particularly significant changes in some units including the Registrar's Office and Education Commons, as well as in some of our academic departments. Working with the Organizational Development and Learning Centre, workshops are being offered to support staff with the transition. The Office of the Chief Administrative Officer is working to establish cross-functional teams to enable greater support for staff in similar positions, as well as a forum for information sharing.

The work on strengthening OISE's research objectives is intensifying. The Office of Associate Dean, Research, International and Innovation developed and supported a transparent process to fill two Canada Research Chairs for OISE, and support the submission of over twenty SSHRC applications.

The Dean had several meetings with OISE's graduate student leaders to discuss the annual Graduate Student Conference funded by the Dean's Office. Formerly known as the Dean's Graduate Student Conference, the annual conference will be called the Graduate Students Conference and will be led by the students with the goal of being as inclusive as possible.

The Dean invited members to share ideas and suggestions towards making the OISE Council an important participatory forum within the Institute that is engaging and interesting while, at the same time, is fulfilling its formal governance mandate. One of the suggestions that arose at the Executive meeting was to have a series of themes and thematic conversations with ideas coming from the community to the Council through the Executive Committee.

There was a brief discussion and members not only welcomed the idea but also shared their views regarding mechanisms for making the Council a forum for community discussion. For example, it was suggested that it would be helpful to have materials and supporting documents for all the items on the agenda in advance, and that following the Dean's report there should be a period for questions and answers. A member commented that there should be a channel for submission of ideas that come from program and departmental meetings where often important issues arise that could be common across the departments and units. It was agreed that the process for bringing forward ideas and discussion themes that is built into the Constitution should be used. The suggestions should be submitted to the Executive Committee—the agenda setting committee of the Council—via the Council Secretary. The Executive Committee members will have a sense of formal business and will be able to balance the discussion themes accordingly.

There was a question regarding the establishment of the Strategic Directions Group and how its members will be selected given that similar groups across peer institutions tend to have narrow exclusive focus on schools. The Dean explained that the Deans and Chairs were consulted regarding potential members of OISE's external advisory group and that, given OISE's broad mandate, the majority of individuals who have been invited to participate are not involved in K-12 education and include community-based leaders who work in NGO sector. Once finalized, the Group's membership will be announced.

## **6. Reports from Standing Committees**

- A. **Academic Programs** – Prof. Tara Goldstein, Chair of the Academic Programs Committee (APC) reported on behalf of the Committee that met on October 9, 2015. Prof. Goldstein shared that she is Chair of APC for the current term, and that Prof. Rhonda Martinussen will step in as Chair for the winter term of 2016 when Prof. Goldstein will be on sabbatical. Prof. Goldstein introduced Mr. Doug Ullrich, Coordinator Programs, who supports the work of the Committee and thanked him for his excellent work in preparing the first meeting. An overview of the mandate and procedures for the Committee was provided. One minor program change that was approved by the Committee at its October 9, 2015 meeting was reported to Council for information:

Minor Modification Proposal: Changing Program Requirements – Child Study and Education (MA).

- B. **Appeals** – Ms. Biljana Cuckovic, Council Secretary, shared a brief update on behalf of Justice Zuker, Chair of the Appeals Committee. The Committee has been established with representation from each of OISE's academic departments including a student representative. The Committee—which hears appeals on academic matters from undergraduate students—received an appeal and is working to schedule a hearing for mid-November. A more fulsome report will be provided at one of the coming meetings of the Council.
- C. **Equity** – Ms. Biljana Cuckovic, Council Secretary, also shared a brief update on behalf of Prof. Childs that the Equity Committee has been established with representation from each department including staff and student representatives. The Committee is working to schedule its first meeting following which a detailed report will be provided to the Council at a future meeting.
- D. **Research** – Prof. Michele Peterson-Badali reported on behalf of Prof. Kathleen Gallagher, Chair of the Research Committee, who was unable to attend the Committee's first meeting held on October 7, 2015. An overview of the Research Committee's mandate and procedures was provided. At its first meeting on October 7, 2015, Prof. Peterson-Badali provided an update with respect to her membership on the University of Toronto's Research Advisory Board and the Institutional Research Leadership Group. In terms 2014 research funding, OISE had ten successful SSHRC insight grants funded – a 36% success rate compared to previous years; OISE also had one successful CRC and CFI application—a Tier One CRC, Prof. Scott Davies, Vice-Chair of Council. For this year, of five applications, two insight development grants were approved. Two additional Tier Two CRC applications and one Tier One CRC application were submitted, as well as one CFI application. Outcomes of those applications will be known in the spring of 2016. Two Vendor of Records agreements have been finalized recently—one for English and one for French language—as well as the KNAER partnership tripartite agreement between OISE, Western University and the Ministry of Education. OISE needs to keep its levels of applications high with respect to tri-agency sponsored research. Prof. Peterson-Badali provided an update regarding the follow up to the last year's academic review of OISE's research centres, five of which were renewed conditionally for two years. Considering that the two-year period expires in the end of April 2016, a subcommittee of the Research committee will be struck to consider whether those five centres met the conditions from the last year's academic review. Efforts will be made to include the same departmental representatives

who served on the initial subcommittee who conducted the review of centres in 2013-2014. More information regarding the follow up to the academic review of research centres will be provided at one of coming meetings of the Council.

A question was raised regarding the internal process for allocation of CRCs. It was explained that OISE receives a notice when one or more of the Institute's current CRCs are nearing completion, and is invited to indicate the interest for retaining those CRCs. Subsequently, an internal process is administered allowing all eligible faculty members interested in the opportunity to indicate their interest and demonstrate that they meet the eligibility criteria. The overall number of CRCs at the Institute is largely connected to tri-council research funding—one of the many reasons for keeping the tri-council funding applications and success rates at OISE high.

## **7. OISE Review**

The University of Toronto commissions reviews of faculties as part of its regular cycle of quality assurance. As part of this regular cycle, the Provost has commissioned an external review of OISE. The Dean provided an overview of the context, timing and the consultation process for the review. The key element of the review is a comprehensive self-study document a draft of which was published on the OISE website which members of the community were invited to view and respond to. The reviewers' report, and the decanal response to the review, will be taken forward to governance as a measure of its importance. The outcomes of the review are expected to inform the search for a new Dean of OISE.

The senior leadership team has made efforts to ensure that the self-study process is broadly consultative, involving the participation of faculty, staff and students. As part of the process, two community consultation meetings were organized during the fall term; the first held on September 24, 2015 with a focus on OISE Budget and Resources, and the second, held on October 27, 2015 focused on academic programs and research. Both community meetings were well attended, and for those community members who were unable to attend in person, the sessions were available via webcast and are now archived on the OISE Review webpage. The review process is not a planning process; however, it is meant to inform a planning process which should commence after the appointment of a new Dean.

The Dean shared seven broad themes that have emerged from the community consultations and will be reflected in the concluding section of the Self-study document. It was noted that this is not an exclusive list and members were invited to suggest additional themes.

***Academic Planning*** – A new academic planning exercise is on the horizon which will inform the articulation of priorities for the next phase of the Institute's development.

***Master of Teaching*** – Given the recent changes to teacher education in Ontario and OISE's new focus on teacher education at the graduate level, enrolment in the Master of Teaching program has expanded significantly. While the Bachelor of Education program was coordinated by the Dean's Office and drew from faculty resources across the Institute, though not without difficulties, the MT is housed solely within the Department of Curriculum, Teaching and Learning—the largest of OISE's academic departments. Given that teacher education is central to OISE's mission, it will be important to consider how to facilitate a shared ownership of the MT program across the departments. One way that is emerging from the discussions to-date is the development of areas of study within the MT that harness research and teaching expertise from across the Institute.

***Balance of Degree Streams*** – OISE offers an extensive suite of academic programs, some with multiple fields and varied degrees. As part of the academic planning exercise, the community will have to think about ways to ensure that OISE's programs continue to be strong and relevant in terms of their content and learning outcomes and that they are sustainable and meet the needs of students. This might include

discussions regarding differentiation between degree programs, balancing enrolment in research stream and professional programs, development of a core curricula, rationalization of course offering, etc.

**Technology** – Using technology to enhance teaching, learning and research including the mobilization of knowledge is becoming increasingly important. Using technology to strengthen OISE’s leadership amongst its peer intuitions, and not only to maintain but also to enhance the quality of educational experiences for students, are important goals that were articulated during the review process.

**Student Funding** – OISE spends almost 20% of its operating budget on graduate student support, which is higher than most faculties of education in Ontario. While continuing to support its graduate students is very important to the Institute, it is also important to consider whether there may be more efficient mechanisms for providing student financial support, or ways of increasing the share of student funding provided through external research grants and fellowships.

**International Strategy** – OISE has been internationally engaged throughout its history, and the Institute has a strong record of international research initiatives, collaborative research partnerships, and international/comparative graduate program initiatives. However, most of these activities have been initiated by individual faculty, staff, and students, and it may be time to move towards an integrated international strategy that would link our interests in research, international student recruitment, outbound student mobility, and continuing and professional learning.

**Strengthening Research** – As Canada’s most research-intensive faculty of education, it will be extremely important for OISE to build on its strengths in an era of increasing competition and new funding opportunities. Continuing to promote and support excellence in research is critical.

There was a discussion about the review process and the presented themes. A member commented that the themes were reflective of what the community members have been discussing both regarding the review and the future of OISE, and that it would be helpful to know if more concrete discussions can begin now regarding some, if not all, of the themes rather than waiting for the appointment of a new Dean. It was explained that some of the discussions have begun already, for example, the Master of Teaching is a regular topic of discussions amongst the Deans and Chairs.

Prof. Doug McDougall, Associate Dean, Programs, provided a brief update regarding some of the initiatives and discussions already taking place concerning re-envisioning the EdD degree, online delivery of degree programs and student funding.

A question was raised regarding the many of important priorities for OISE’s academic departments and programs in light of reduced resources in terms of faculty and staff complements. The Dean stressed the importance of the spirit of togetherness during this time of difficult transition—an approach that the senior leadership team has been trying to emphasize, and that the idea is that all members of the community should work together to address important issues to the Institute. For example, the leadership team is working to develop an internal budget model that makes sense for departments and links academic decisions with financial implications, and allows for more transparent allocation of resources.

Prof. Earl Woodruff, Chair, Department of Applied Psychology and Human Development shared that things have improved from the perspective of Chairs; the information that is needed is readily available to facilitate discussions which is very helpful. Prof. Abbie Bakan, Chair, Department of Social Justice Education echoed Prof. Woodruff’s comments and thanked the current leadership team for the excellent work on moving the Institute forward in both collaborative and productive ways. A member commented that the communication and engagement of community in the consultations regarding the review has indeed been very engaging and much appreciated. The Dean thanked the Council members for their contributions to the productive discussion regarding the OISE Review.

**8. Other Items**

The Chair invited members to suggest other items for discussion. Prof. Suzanne Stewart shared that she has been working with the CAO, the Aboriginal Advisory Committee and the Dean's Office to develop a smudging policy for OISE. Smudging ceremonies taking place at various Indigenous education events and classes at OISE have been quite contentious for a number of years and enabling smudging in ways that are respectful of Indigenous traditions but also respect the fire prevention code and employee wellbeing will be important. Ms. Helen Huang, CAO, shared that discussions to date regarding safe and respectful smudging practices have been very constructive, and that the group will continue to discuss creative solutions which will be shared with the Council at future meetings.

The importance of mental health and wellbeing amongst students was also brought up as a topic for future discussion. There are various programs and counselling services offered at the University and also at OISE of which many community members might not be aware.

Ms. Monique Flaccavento, Acting Director of OISE Library shared that the Library is in the process of digitalizing the Orbit magazine from 1969 to 2008. This project is well underway and has received a positive response.

**9. Adjournment** – The meeting was adjourned at 4:43 p.m.