

Appendix A:

School of Medicine Planning

Committee - Terms of Reference

The University is proposing to establish a new **School of Medicine** that draws on its orientation to community, diversity and inclusion, and innovation to address the changing needs for health care delivery and practice. Building on the strength and foundation of deep and broad community and industry partnerships, the University is ideally situated to be the future in health care.

The COVID-19 pandemic has exposed, and amplified, the structural weaknesses and inequities in Ontario's current approach to health care and the need for systemic transformation to improve access to care, particularly in underserved areas. The University is well placed to build and support healthcare transformation. With its inherent capacity for innovation in curriculum and practice, its ability to attract talent from diverse backgrounds, and a focus on culturally respectful approaches, the University has already established its commitment to meeting local needs and to embedding an inter-professional practice orientation.

At its core, the University has extensive experience working collaboratively with communities to solve societal problems and build better futures. The foundational curriculum and research at the proposed School of Medicine will be community-engaged, and positions social determinants of health as central to health care delivery. The University is exceptionally well positioned to promote and support models of care that effectively integrate clinical and community networks through collaborative professional educational initiatives.

The proposed School of Medicine would be located in Brampton. Brampton's population has increased rapidly and the region's growth has been shaped by immigration. It is also a region of the province that has been chronically underfunded and has been disproportionately affected by COVID-19. Transformation is required to improve access to health care with a special focus on aging.

The University's Current Health Assets and Expertise

The University is distinctly solutions-oriented, demonstrated through its teaching, research and community partnerships. The university has a strong relationship with Unity Health Toronto, particularly St Michael's Hospital, where the University's labs in the hospital's research wing support on-site collaboration between clinical needs and bio-engineering know-how. The Institute of Biomedical Engineering, Science and Technology (iBEST) and the Biomedical Zone (BMZ) are two examples of successful innovative collaborations.

The University is known for its focus on excellence in health across various faculties and departments. For example, the academic programs in areas such as Psychology, Nursing, Social Work, Occupational Health and Safety, Midwifery, Biomedical Engineering, Physics (Medical Physics) and Biology and Chemistry are all major contributors to the University's regional and national presence in the health field based on their magnitude of research and their

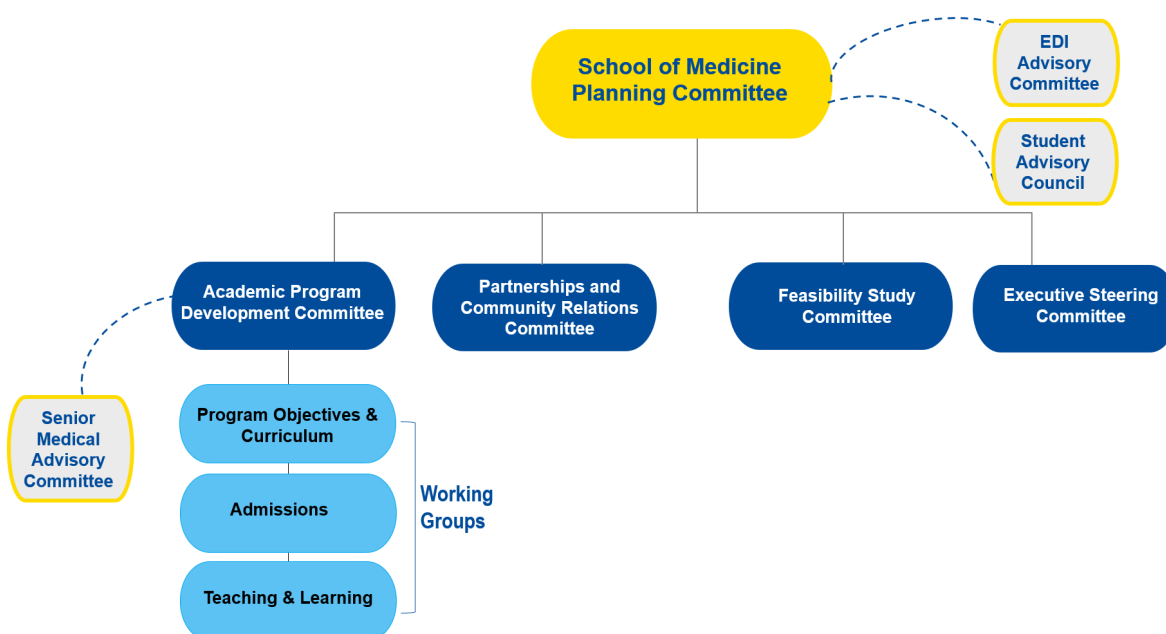
undergraduate and graduate enrolments. Combined, they contribute to the University's ascension as a lead institution in innovative health care and well-being. A new School of Medicine will build on this foundation of excellence.

School of Medicine Planning Committee Overview

The creation of a new School of Medicine impacts all aspects of the University, and therefore the School of Medicine Planning Committee will consist of broad representation from across the institution. The School of Medicine Planning Committee will follow the Senate decision-making and approval processes including [Senate Policy 112](#). The Planning Committee will oversee a strategic and effective process for the School of Medicine development, consideration, and approval to ensure that the University is making coordinated decisions for program development, resource allocation, and external regulatory compliance.

To fulfill its ambitious mandate of establishing a new MD Program and School of Medicine, the Planning Committee will have four dedicated sub-committees that will operate in parallel to complete the essential components of the required approval processes, including:

- [Academic Program Development Committee](#) which will lead the drafting of the letter of intent and be responsible for creating all required curriculum and associated reports / materials for Senate and the associated quality assurance councils and regulatory bodies
- [Feasibility Study Committee](#) which will conduct a feasibility study that includes a review of the financial, space and resource requirements for a new School of Medicine including the creation of a recommendations report to the Board of Governors
- [Partnerships and Community Relations Committee](#) that oversees government relations and strengthens the University's community ties in Brampton as well as with potential partners
- [Executive Steering Committee](#) that consists of the respective Executive leads for the institution who will meet bi-weekly to share information and monitor progress.



The Planning Committee will also have three advisory committees that provide unique knowledge and skills that augment the planning process, including:

- [Senior Medical Advisory Committee](#) to provide clinical expertise, support and guidance to the Academic Program Development Committee.
- [EDI Advisory Committee](#) to review the progress made towards the creation of an EDI strategy and action plan for the School of Medicine and to share their expertise and insight to guide the work.
- [Student Advisory Council](#) to contribute and provide the voices, experiences and insights of the University's students to the Planning Committee.

The Planning Committee will be chaired by the Vice-President Research and Innovation who is accountable for fulfilling the mandate of the School of Medicine Planning Committee and in carrying out its roles and responsibilities. The Chair provides leadership including scheduling, convening and chairing meetings, ensuring open and balanced debate that is inclusive and representative of different perspectives, and drafting the necessary reports for approval processes. The Chair will report on progress to the Executive Group on a monthly basis.

The Vice-Chair of the Planning Committee will be the Chair of the Academic Program Development Committee and is accountable for ensuring that all Senate policies and approvals are obtained in the creation of the new School of Medicine as well as for leading accreditation and regulatory approval processes.

Planning Committee and Sub-Committee Roles and Responsibilities

School of Medicine Planning Committee

Scope

The Planning Committee is the committee of the whole that brings together all aspects of the University that will be impacted by the creation of a new School of Medicine. It is an advisory committee that will provide input and guidance into the approval processes and related documents.

Membership (55 members plus Chair)

Executive Group members

Steven Liss, Chair, Vice-President, Research and Innovation
Jennifer Simpson, Provost and Vice-President Academic
Glenn Craney, Deputy Provost and Vice-Provost, University Planning
Michael Forbes, Chief of Staff and Executive Director, Communications
Jennifer Grass, Assistant Vice-President, University Relations
Julia Shin Doi, General Counsel, Secretary of the Board of Governors and University Privacy Officer
Joanne Dallaire, Elder (Ke Shay Hayo) and Senior Advisor, Indigenous Relations and Reconciliation
Ian Mishkel, Vice-President, University Advancement and Alumni Relations
Denise O'Neil Green, Vice-President, Equity and Community Inclusion
Joanne McKee, Chief Financial Officer

Faculty members

Faculty of Community Services

Kiaras Gharabaghi, Dean Faculty of Community Services
Maher M. El-Masri, Director, Daphne Cockwell School of Nursing
Corinne Hart, Associate Professor, Daphne Cockwell School of Nursing
Karline Wilson-Mitchell, Director Midwifery Education Program
Naomi Adelson, Associate Vice-President Research and Innovation

Faculty of Arts

Marcia Moshé, Professor Psychology
Anver Saloojee, Professor, Politics and Public Administration

Faculty of Science

David Cramb, Dean Faculty of Science
Michael Kolios, Professor, Associate Dean, Research and Graduate Studies
Miranda Kirby, Assistant Professor, Canada Research Chair (Tier II)
Debora Foster, Professor, Department of Chemistry and Biology

Faculty of Engineering and Architectural Science

Sri Krishnan, Professor and Associate Dean (Research)
Victor Yang, Professor, Electrical, Computer and Biomedical Engineering
Stephen Waldman, Professor and Graduate Program Director, Biomedical Engineering

Ted Rogers School of Management

Samir Sinha, Adjunct Professor and director of health policy research and co-chair of the National Institute on Ageing (NIA)
Ozgur Turetken, Associate Dean (Research) and Professor
James Tiessen, Associate Professor & Program Director, Master of Health Administration

Yeates School of Graduate Studies

Nancy Walton, Associate Dean Student Affairs

Faculty of Law

Kathleen Hammond, Assistant Professor

Faculty of Communication and Design

Jessica Mudry, Associate Professor and Associate Chair of the School of Professional Communication

Yukari Seko, Assistant Professor School of Professional Communication & Adjunct Scientist at Bloorview Research Institute, Holland Bloorview Kids Rehabilitation Hospital

Chang School of Continuing Education

Gary Hepburn, Dean, Chang School of Continuing Education

Shafi Bhuiyan, Co-founder & Program Manager ITMDs Post Graduate Program

Library

Carol Shepstone, Chief Librarian

Dana Thomas, Associate Chief Librarian

Don Kinder, Faculty of Community Services Librarian and Head, Library Learning Service

Administrative members

Uttam Bajwa, Urban Health and Well-being Nexus Director

Matthew Baker, Associate Director, Government Relations

Karen Benner, Associate Director, University Communications

Robert Dixon, Interim Executive Director of Advancement, Faculty of Community Services

Heather Driscoll, Chief Enterprise Risk Management Officer and Director, Governance

Nadia Ferrari, Director, Budget Administration and Advisory Services

Janet Hercz, Executive Director Business Operations and Space Planning

Nauman Khan, School of Medicine, Director Community Engagement

Allan Macdonald, Executive Director, Student Wellbeing

Jennifer MacInnis, Associate General Counsel and Assistant Secretary of the Board

Glenda Mallon, Assistant Vice-President Facilities Management and Development

Melanie Martin-Griem, Executive Director, Office of the Vice-President Research and Innovation

Jen McMillen, Vice-Provost, Students

Usha Srinivasan, Director of the Venture Zone in Brampton

Johanna Vandermaas, Associate Director, Leadership Communications

Remi Warner, Director, Human Rights Services

Jim Wentzell, Executive Director, Marketing and Creative Services

External members

Elisa Levi, Ryerson alumni and Vice-Chair, The Circle on Philanthropy and Aboriginal Peoples

Andrew Padmos, Chair, School of Medicine Senior Medical Advisory Committee

Kent Stobart, Vice-Dean of Education at the College of Medicine, University of Saskatchewan

Meeting Arrangements

The Planning Committee will meet at a minimum four times a year (twice in the Fall semester and twice in the Winter / Spring semester). Meetings will be scheduled for three hours. The Vice-President Research and Innovation will chair the Committee and develop the meeting agendas to be distributed by email one-week before a scheduled meeting. Quorum will be set at 27 members plus Chair. The Office of the Vice-President Research and Innovation will be the designated Committee Secretary and will take notes to produce minutes of the meeting including a record of decisions.

Deliverables

- Periodic progress summaries
- Guidance to subcommittees on potential issues and elements to consider in their deliberations and report creation

Executive Steering Committee

Scope

A subcommittee of the School of Medicine Planning Committee that includes all of the Executive leads for each area represented in the Planning Committee. The Executive Steering Committee is responsible for providing strategic guidance, counsel and input to support the creation of the School of Medicine. Members are expected to actively participate and provide updates at each meeting and contribute their perspectives, experience, and portfolio's skills in supporting the establishment of the School of Medicine. The Executive Steering Committee shapes the overall strategy, monitors progress, approves changes to scope or budget, and resolves issues / conflict to keep the parallel work streams aligned and on track.

Membership (10 members plus Chair)

Steven Liss, Chair
Glenn Craney
Jennifer Grass
Glenda Mallon
Ian Mishkel
Marcia Moshé
Denise O'Neil Green
Anver Saloojee
Julia Shin Doi
Jennifer Simpson
Johanna VanderMaas

Meeting Arrangements

The Executive Steering Committee will meet every two weeks to exchange information and updates. Meetings will be scheduled for one hour. The Vice-President Research and Innovation will chair the Committee and develop the meeting agendas to be distributed by email two days before a scheduled meeting. Quorum will be set at 5 members plus Chair. The Office of the Vice-President Research and Innovation will be the designated Committee Secretary and will take notes to produce minutes of the meeting including a record of decisions and action items.

Deliverables

- Bi-weekly status updates for their respective areas
- Responsible for the overall delivery of the reports / approvals required to establish a Medical School

Feasibility Study Committee

Scope

A subcommittee of the School of Medicine Planning Committee that includes representation from each portfolio involved in undertaking a feasibility study. As part of the feasibility study, this Committee will provide a brief justification for why the University needs and should offer this program. They will also provide an analysis of whether and why students will enroll in the program, including the audience of learners for the program and societal impact. The feasibility study will also include a review of the current and emerging market for the School of Medicine as well as an analysis of current and future markets within the discipline, and a competitor analysis. In addition, the Feasibility Study will consider options and recommend a budget model based on a comprehensive review of data regarding the preferences of potential learners, new competition, and alternative or emerging approaches and trends to create scenarios and budget models.

Membership (10 members plus Chair)

Steven Liss, Chair
Glenn Craney
Robert Dixon
Janet Hercz
Nadia Ferrari
Jennifer MacInnis
Glenda Mallon
Joanne McKee
Carol Shepstone
Johanna VanderMaas
Remi Warner

Meeting Arrangements

The Feasibility Study Committee will meet every two weeks for one hour. The Vice-President Research and Innovation will chair the Committee and develop the meeting agendas to be distributed by email two days before a scheduled meeting. Quorum will be set at 5 members plus Chair. The Office of the Vice-President Research and Innovation will be the designated Committee Secretary and will take notes to produce minutes of the meeting including a record of decisions and action items.

Deliverables

- Feasibility study for the Province

Academic Program Development Committee

Scope

A subcommittee of the School of Medicine Planning Committee that includes representation from each Faculty including the Yeates School of Graduate Studies, The Chang School of Continuing Education and the Library. The Academic Program Development Committee is responsible for working through all Senate policies to establish the new School of Medicine including drafting a letter of intent and creating a curriculum proposal that will fulfil all external accreditation and regulatory requirements. The Academic Program Development Committee may establish working groups to support its activities.

Membership (27 members plus Chair)

Marcia Moshé, Chair	Stephen Waldman
Kiaras Gharabaghi	Samir Sinha
Maher M. El-Masri	Ozgur Turetken
Corinne Hart	Nancy Walton
Karline Wilson-Mitchell	Jessica Mudry
Kathleen Hammond	Yukari Seko
David Cramb	Gary Hepburn
Michael Kolios	Shafi Bhuiyan
Miranda Kirby	Naomi Adelson
Debora Foster	Dana Thomas
Sri Krishnan	Don Kinder
Victor Yang	Kent Stobart
James Tiessen	Elisa Levi
Andrew Padmos	Wendy Freeman

Meeting Arrangements

The Academic Program Development Committee will meet once a month for two hours. The Vice-Chair of the Planning Committee will chair the Committee and develop the meeting agendas to be distributed by email two days before a scheduled meeting. Quorum will be set at 13 members plus Chair. The Office of the Vice-President Research and Innovation will be the designated Committee Secretary and will take notes to produce minutes of the meeting including a record of decisions and action items.

Deliverables

- Letter of Intent
- Curriculum development
- Any necessary materials for accreditation / regulatory approval

Partnership and Community Relations Committee

Scope

A subcommittee of the Planning Committee that includes representation from communications, marketing, government relations and other key University stakeholder portfolios. The University is known for its ability to respectfully and reciprocally partner with external groups and the Partnership and Community Relations Committee will be responsible for creating the communications and engagement strategy that will be necessary to successfully establish a new School of Medicine. This approach to engagement is designed to ensure that the School of Medicine planning process will integrate consultations within the University and in the broader health and well-being community, including continuous community and stakeholder engagement.

Membership (12 members plus the co-Chairs)

Jennifer Grass, co-Chair
Glenn Craney, co-Chair
Michael Forbes
Anver Saloojee
Marcia Moshé
Glenda Mallon
Joanne Dallaire
Matthew Baker
Jim Wentzell
Usha Srinivasan
Allan Macdonald
Robert Dixon
Nauman Khan
Andrew Padmos

Meeting Arrangements

The Partnership and Community Relations Committee will meet every two weeks for one hour. The Assistant Vice-President University Relations and Deputy Provost and Vice-Provost, University Planning will co-chair the Committee and develop the meeting agendas to be distributed by email two days before a scheduled meeting. Quorum will be set at 6 members plus Chair. The Office of the Vice-President Research and Innovation will be the designated Committee Secretary and will take notes to produce minutes of the meeting including a record of decisions and action items.

Deliverables

- Create all public-facing materials related to the creation of the School of Medicine
- Draft briefing notes, two-pagers and supporting materials to be used with potential partners and government decision makers
- Undertake public consultations and strategic engagement on the creation of a School of Medicine and provide support to other subcommittees who wish to undertake consultations to ensure alignment of messaging and avoid consultation fatigue

Senior Medical Advisory Committee

Scope

An Advisory Committee that provides clinical and organizational expertise to support the development of the School of Medicine and health sciences initiatives including clinical learning environments, and recommendations on research areas and curriculum development.

Membership (9 members plus Chair)

Dr. Andrew Padmos, Chair Senior Medical Advisory Committee

- Professor, Medicine at Dalhousie University, Chair of the Canadian International Health and Education Association, former CEO of the Royal College of Physicians and Surgeons of Canada, and former President and CEO of Royal College International

Dr. Tom Marrie, Vice-Chair Senior Medical Advisory Committee

- Former Deputy Minister of the Nova Scotia Health Department, former Dean of Dalhousie Medical School, and former Dean of the Faculty of Medicine & Dentistry at the University of Alberta

Dr. Sarah Forgie

- Chair, Faculty of Medicine and Dentistry - Pediatrics Department, and former Vice-Provost, Learning Initiatives, at the University of Alberta

Dr. Cal Gutkin

- Board member at CarePoint Health in Mississauga, former Head of Emergency and Chief of Medical Staff at Credit Valley Hospital, and former Executive Director and Chief Executive Office of The College of Family Physicians of Canada

Dr. Kevin Imrie

- Clinical Hematologist and former Physician-in-Chief and Chief of the Community Program at Sunnybrook Health Sciences Centre, and former President of the Royal College of Physicians and Surgeons of Canada

Dr. Frank Martino

- Corporate Chief of Family Medicine at William Osler Health System, Primary Care Lead at Central West LHIN, Associate Clinical Professor at McMaster University, and former President of the Ontario College of Family Physicians

Dr. Viren Naik

- Professor of Medical Education and Professor of Anesthesiology and Pain Medicine at the University of Ottawa, Director of Assessment for the Royal College of Physicians and Surgeons of Canada, and Vice President of Royal College International

Dr. Kent Stobart

- Vice-Dean of Education at the College of Medicine at the University of Saskatchewan, and former President of the Canadian Association for Medical Education

Dr. Claire Touchie

- Chief Medical Education Advisor at the Medical Council of Canada, and Professor, Faculty of Medicine at the University of Ottawa

Dr. Rardi Van Heest

- Vice President Medical Affairs and former Chief of General Surgery at William Osler Health System

Meeting Arrangements

The Senior Medical Advisory Committee will meet every two weeks for 90 minutes. Dr. Andrew Padmos will chair the Committee and develop the meeting agendas to be distributed by email two days before a scheduled meeting. Quorum will be set at 4 members plus Chair. The University Planning Office will be the designated Committee Secretary and will take notes to produce minutes of the meeting including a record of decisions and action items.

Deliverables

- Examine different aspects of undergraduate medical education and the future of medicine and healthcare in Canada, Brampton and Peel, so that education and training is tailored to the local circumstances and with the support of the community.
- Conduct interviews, meetings, conference calls and facilitated workshops with stakeholders and key opinion leaders in healthcare both locally and nationally.

EDI Advisory Committee

Scope

An Advisory Committee responsible for reviewing the progress made towards the creation of the EDI strategy and action plan and share their expertise and insight to guide the work. The EDI Advisory Committee will conduct a jurisdictional scan to identify promising and innovative policies, practices, and programs that may serve as a model for the proposed School of Medicine including, but not limited to, best practices in inclusive, anti-racist curriculum, diversity education for all MD students as well as mentorship programs. The Advisory Committee will also draft an EDI strategy and action plan based on findings from the summary report and workshop with the Academic Program Development committee that is also aligned with efforts elsewhere at the University to advance EDI (for instance, in admissions, student experience, and faculty and staff support). This strategy and action plan will also integrate findings from the Spring School of Medicine Internal Consultation and preliminary findings from external consultations.

Membership (12 plus Chair)

Uttam Bajwa, Director, Urban-Health and Well-being Nexus Chair
Annette Bailey, Associate Professor, Nursing
Cecile Farnum, Librarian (liaison librarian Nutrition, Occupational and Public Health)
Esther Ignagni, Director and Associate Professor, Disability Studies
Elisa Levi, Ryerson Alum & current medical resident, health and food systems consultant
Marcia Moshé, Chair, Academic Program Development Committee; co-Chair Planning Committee; Professor, Psychology
Monica McKay, Director, Aboriginal Initiatives, OVPCI
Anver Saloojee, Professor, Politics and Public Administration
Yukari Seko, Assistant Professor, Professional Communication; Adjunct Scientist, Holland Bloorview Kids Rehabilitation Hospital
Claire Touchie, Chief Medical Education Advisor at the Medical Council of Canada, and Professor, Faculty of Medicine at the University of Ottawa
Remi Warner, Director, Human Rights Services, OVPCI
Karline Wilson-Mitchell, Director and Associate Professor, Midwifery Education Program
Erin Ziegler, Assistant Professor, Nursing

Meeting Arrangements

The EDI Advisory Committee will meet every two weeks for one hour. The Urban Health and Well-being Nexus Director will chair the Committee and develop the meeting agendas to be distributed by email two days before a scheduled meeting. Quorum will be set at 5 members plus Chair. The Office of the Vice-President Research and Innovation will be the designated Committee Secretary and will take notes to produce minutes of the meeting including a record of decisions and action items.

Deliverables

- Summary report of findings from jurisdictional scan and literature review
- Comprehensive report that includes a strategy and an action plan for how to incorporate it with the School of Medicine Planning Process

Student Advisory Council

Scope

The School of Medicine Student Advisory Council provides advice to the School of Medicine Planning Committee regarding the proposed School of Medicine and the planning process. Council members will :

- provide constructive feedback, ideas and recommendations on program development matters.
- gather feedback and information from students, as requested by the Council Chair, on topics related to the School of Medicine.
- share with students, including student groups and societies, the work of the Student Advisory Council as well as developments of the proposed School of Medicine.
- represent the student body in School of Medicine working groups, if requested by the Chair.

Council members will be selected via an application process and will serve for a one year term.

Membership (20 plus Chair)

Steven Liss, Chair
Marcia Moshé, Vice-Chair
Adriana Ieraci, PhD, Science
Alviya Siddiqui, Undergraduate, Science
Anthony Gilding, Undergraduate, Science
Ayshin Mehrabi, Undergraduate, Science
Caitlin Lynch, Masters, Nursing
Christele Mariz Ladores, Undergraduate, Science
Evan Accettola, Undergraduate, Arts
Julia Kopelevich, Undergraduate, Ted Rogers School of Management
Juliana Orallo, Undergraduate, Science
Marwah Azizi, Undergraduate, Community Services

Mustapha Abdulhameed, Undergraduate, Community Services
Naomi Wokocha, Undergraduate, Arts
Negin Ehtesham, Undergraduate, Community Services
Rachel Ng, Undergraduate, Community Services
Rebecca Dias, VP of Education and Research of X Graduate Student Union (GSU)
Shahed Ghadban, Undergraduate, Community Services
Sonia Raghubir, Undergraduate, Science
Steph Rychlo, Continuing Education Students' Association of X University (CESAX)
Zeeniya Zuhair, Masters, Science

Meeting Arrangements

The Student Advisory Council will meet twice each semester for 1-2 hours. The Vice-President Research and Innovation will chair the Committee and develop the meeting agendas to be distributed by email two days before a scheduled meeting. Quorum will be set at 5 members plus Chair. The Office of the Vice-President Research and Innovation will be the designated Committee Secretary and will take notes to produce Minutes of the meeting including a record of decisions and action items.

Deliverables

- Review of drafts and materials
- Advice and guidance to the Planning Committee

Admissions Working Group

Scope

The Admissions Working Group is a working group of the Academic Program Development Committee that is responsible for proposing admission requirements and processes for the proposed MD program that align with the mission of the School of Medicine. The Admissions working group is guided by the principles of:

- equity, diversity, and inclusion
- evidence-informed best practices
- emerging innovations and reforms that are responsive to the evolving needs of physician education and training
- primary care focus
- community-engaged medical education
- social accountability
- interprofessional
- transparency and fairness

Membership (7 members plus Chair)

Nancy Walton, Chair
Shafi Bhuiyan
Jayne Fleming
Corinne Hart
Tae Hart
Viren Naik
Andrew Padmos
Victor Yang

Meeting Arrangements

The Admissions Working Group will meet once every two weeks for 90 minutes. The Associate Dean Student Affairs, Yeates School of Graduate Studies will chair the Committee and develop the meeting agendas to be distributed by email two days before a scheduled meeting. Quorum will be set at 3 members plus Chair. The Office of the Vice-President Research and Innovation will assign a Secretary for the working group, who will take notes to produce minutes of the meeting including a record of decisions and action items.

Deliverable

- A report to the Academic Program Development Committee on the working group's finding and recommendations regarding the design of the admissions process for the proposed MD program that addresses the following areas of consideration:
 - admission goals
 - community goals
 - CACMS accreditation requirements
 - admission policies and processes at other Canadian medical schools (in particular, at schools with three-year MD programs)
 - the pros and cons of various admissions criteria/policies/processes
 - emerging issues and innovations
 - barriers to application (e.g. cost)
 - optional application streams for Indigenous students and Black students
 - other application streams
 - international applicants

Program Objectives and Curriculum Working Group

Scope

The Program Objectives and Curriculum Working Group is a working group of the Academic Program Development Committee that is responsible for developing program objectives/competencies and the proposed curriculum (structure/design and content) for the proposed MD program. The working group is guided by the principles of:

- equity, diversity, and inclusion
- evidence-informed best practices
- emerging innovations and reforms that are responsive to the evolving needs of physician education and training
- primary care focus
- community-engaged medical education
- social accountability
- interprofessional
- transparency and fairness

Membership (10 members plus co-Chairs)

Marcia Moshé, co-Chair
Kent Stobart, co-Chair
Shafi Bhuiyan
Maher El-Masri
Sarah Forgie
Debora Foster

Julia Gingerich
Michael Kolios
Jessica Mudry
Viren Naik
Claire Touchie
Ozgur Turetken

Meeting Arrangements

The Program Objectives and Curriculum Working Group will meet once every two weeks for 90 minutes. The Chair of the Academic Program Development Committee and Senior Medical Advisory Committee member will co-Chair the Committee and develop the meeting agendas to be distributed by email two days before a scheduled meeting. Quorum will be set at 5 members plus Chair. The Office of the Vice-President Research and Innovation will assign a Secretary for the working group, who will take notes to produce Minutes of the meeting including a record of decisions and action items.

Deliverable

- A report to the Academic Program Development Committee on the working group's finding and recommendations regarding the design of the curriculum for the proposed MD program that addresses the following areas of consideration:
 - Core Competencies/Program Objectives
 - program objectives and core competencies for undergraduate medical education
 - competency-based medical education
 - Curriculum
 - accreditation requirements
 - three-year MD programs (e.g., advantages and challenges; evidence-based best practices in implementing a 3-year curriculum; the student experience, etc.)
 - recent innovations, including “third pillars” of medical education such as health systems science, social determinants of health, and the use of technology and AI in the delivery of healthcare; integration across basic and clinical sciences; thematic content areas; longitudinal integrated clerkships; interprofessional education curriculum; etc.
 - Indigenous health

Teaching and Learning Working Group

Scope

The Teaching and Learning Working Group is a working group of the Academic Program Development Committee that is responsible for examining methods of instruction in undergraduate medical education, with a focus on innovative and emerging trends. The working group is guided by the principles of:

- equity, diversity, and inclusion
- evidence-informed best practices
- emerging innovations and reforms that are responsive to the evolving needs of physician education and training
- primary care focus
- community-engaged medical education
- social accountability
- interprofessional
- transparency and fairness

Membership (10 members plus co-Chairs)

Wendy Freeman, co-Chair
David Cramb, co-Chair
Anita Abraham
Kelly Dermody
Sarah Forgie
Don Kinder

Sara Mazrouei
Viren Naik
Karyn Olsen
Yukari Seko
James Tiessen
Karline Wilson-Mitchell

Meeting Arrangements

The Teaching and Learning Working Group will meet once every two weeks for 90 minutes. The Dean of the Faculty of Science and Executive Director, Centre for Excellence in Learning and Teaching will co-Chair the Committee and develop the meeting agendas to be distributed by email two days before a scheduled meeting. Quorum will be set at 5 members plus Chair. The Office of the Vice-President Research and Innovation will assign a Secretary for the working group who will take notes to produce Minutes of the meeting including a record of decisions and action items.

Deliverable

- A report to the Academic Program Development Committee on the working group's finding and recommendations regarding innovative methods of instruction for the proposed MD program that addresses the following areas of consideration:
 - teaching and learning philosophy
 - adult learning theories
 - Instructional methods, including problem-based learning; competency-based learning; modular learning; community-based learning approaches; models of clerkship and placement; lab-based learning
 - case-based collaborative learning; team-based learning; self-directed learning, service-learning, etc.
 - creative and effective uses of educational technology and other innovative tools for teaching and learning (e.g., online learning; virtual and augmented reality; simulation; micro-credentials; flipped learning; adaptive learning)
 - interprofessional education

Decision Making

The Planning Committee and its sub-Committees, Advisory Committees and working groups will follow the practices of collegial governance and strive to be consensus-driven. Where consensus is not possible, the Chair of the Planning Committee will hold final decision-making authority.

To support the consensus-driven model, the Planning Committee and its sub-Committees, Advisory Committees and working groups will require active participation of its membership through attendance at its meetings.

Committee members are expected to:

- Consider equity and inclusion in deliberations.
- Contribute to informed, vibrant conversations during meetings.
- Bring forward and articulate perspectives and representations when offering advice with the understanding that such advice and input is to advance the mandate of the School of Medicine.
- Act ethically and with integrity.

Resources

The School of Medicine Planning Committee will be provided with:

- Dedicated administrative support, including research assistance and website expertise, as needed; and
- Access to the University's communications team in order to communicate with faculty, staff and students.

The Office of the Vice-President Research and Innovation will provide Secretariat and project management support to the Planning Committee and all subcommittees including support to organize meetings and consultations, develop supporting materials, complete record-keeping functions and any other task necessary to support the School of Medicine Planning Committee and all subcommittees.

Media

In the interest of keeping Planning Committee members abreast on issues involving their work, the University, and related issues, the University will provide each member with relevant media clippings via email.

In the event of a media request, Planning Committee members are to notify the Chair who will inform [Communications](#) of any enquiries for comment on Planning Committee matters. The Chair is the official spokesperson for the Planning Committee, and it is essential that the Planning Committee speak with a unified voice.

Committee and Subcommittee Membership Changes

Addition

As the School of Medicine Planning Committee completes its work and moves through approval processes, additional areas of expertise may be required. The Chair may add people to the Planning Committee or any subcommittee as required.

Resignation

The Planning Committee and subcommittees are composed of members who have expertise in fields relevant to the creation of a new School of Medicine. If for any reason, a member wishes

to resign from the School of Medicine Planning Committee, they should notify the Chair and provide a written resignation notice.

Replacement

The Chair will inform the School of Medicine Planning Committee of any changes in membership. The Chair may invite individuals to replace Planning Committee members to ensure the appropriate representation of expertise and experience.

Legal / Regulatory Framework

The University is a corporation incorporated pursuant to the *Ryerson University Act, 1977*. As a corporation, the university has a bi-cameral governance framework consisting of the Board of Governors and the Senate. The President has the responsibility and authority for the implementation, supervision and direction of the educational policy, general administration and property of the University. The Planning Committee has an advisory role to the President and reports to the President administratively.

Privacy and Confidentiality, Conflict of Interest

The School of Medicine Planning Committee and subcommittees are subject to all policies and procedures of the University including but not limited to the privacy policy and procedures, and conflict of interest policy and procedures. The Planning Committee is also subject to confidentiality obligations as set out in the confidentiality agreement. Failure to abide by the privacy, confidentiality and conflict of interest provisions may result in removal from the Planning Committee, at the discretion of the Chair.

Amendments to the Terms of Reference

The Terms of Reference will be reviewed annually or at the discretion of the Chair. Should amendments be required, the Chair will develop and share a proposal with the Planning Committee that describes the change and outlines the rationale for why it is necessary. Planning Committee members will have the opportunity to discuss the proposal. The decision to make an amendment to the Terms of Reference rests with the Chair.

Adding New SubCommittees

As planning for the School of Medicine progresses, it may be necessary to form additional committees. The Chair shall define and produce a Terms of Reference for any new Committee and will share the Terms of Reference for any new Committee with the Executive sub-Committee and the Planning Committee.