

*University of Waterloo
SENATE*

Minutes of the Monday, October 20, 2003 Meeting

Present: David Johnston (Chair), Lois Claxton (Secretary), Kieran Bonner, Stephen Brown, Jane Buyers, Jeannette Byrne, Avi Caplan, Amit Chakma, John Crossley, Hsiao d'Ailly, Antero Da Silva, Mieke Delfgaauw, George Dixon, Yolanda Dorrington, Christian Dufournaud, Chris Edey, Brian Forrest, Alan George, James Gollnick, Paul Guild, Simon Guthrie, Mariela Gutiérrez, Jesse Helmer, Rick Helmes-Hayes, Conrad Hewitt, Keith Hipel, Laurie Hoffman-Goetz, Dennis Huber, Ed Jernigan, Bob Kerton, George Labahn, Ken Lavigne, Robert Le Roy, Siyan Li, Wing-Ki Liu, Neil Malcolm, David Matthews, Ray McLenaghan, Bruce Mitchell, Heather Murray, John North, Joseph Novak, Henry Paetkau, Alan Plumtree, Bill Power, Steve Prentice, Manoj Sachdev, Paul Schellenberg, Catherine Schryer, Adel Sedra, Thomas Seebohm, Mike Sharratt, James Skidmore, James Sloan, Alex Sloat, Ralph Smith, Edward Vrscay, John Wainwright, Ross Willard, Ian Williams, Johnny Wong

Tom Carey, Bill Lennox (partial), Catharine Scott, Laura Talbot-Allan, Bud Walker

Absent: Emma Bardon*, Ranjana Bird*, Graham Brown, Christopher Burris, Adrian Chin*, Ray Digby*, Marlene Epp, Bruce Greenberg*, Len Guelke*, Bob Harding*, Mark Haslett*, Michael Higgins*, Suzanne Hubbard*, Igor Ivkovic*, Mike Lazaridis*, Geoff McBoyle*, Liam McHugh-Russell, Kirsten Morris*, Arokia Nathan, Donna Strickland, Giuseppe Tenti*, Tony Vannelli*, Paul Wesson

*regrets

1. PRESENTATION

DEALING WITH THE DOUBLE COHORT -- LESSONS LEARNED. The Vice-President, Academic "orchestrated" the discussion which included shared experiences and perspectives from five of the academic Deans, the Associate Provost, Human Resources & Student Services, the Director of Business Operations, and the President of the Federation of Students. In summary, while the institution did not know what to anticipate with the double cohort, things are "under control" and "enrollment is on target." Broad collaboration and cooperation throughout the University resulted in a remarkably smooth transition. Overall, there does not seem to be demonstrably different / significant differences in academic performance or behaviour between the grade 12 and the OAC students and anecdotal evidence indicates that all students are coping.

Several challenges remain including: somewhat reduced practical experiences (AHS); "flow through issues" as students move into second, third and fourth year; monitoring faculty and staff morale, burnout and workload; accurately predicting next year's "take rate" (Arts); enrolment management; providing a truncated orientation program in January over what would normally be two teaching days (Mathematics); a worrisome trend which saw a significant drop in the number of young women accepting offers -- 17 percent down from 23 percent (Engineering); the significant increase / demand for counselling, health, and disabled student services; the possible future demand by upper-year undergraduate students to live in student residences. A couple of common trends were noted: the increased involvement of parents; a decrease in the amount of alcohol consumed on campus; and that double cohort students are very pleasant, outgoing and academically focussed.

2. APPROVAL OF MINUTES

The September 15, 2003 minutes were approved as distributed.

Helmes-Hayes and Guild. Carried.

3. BUSINESS ARISING FROM THE MINUTES

There was no business arising.

[At this juncture Senate reordered the agenda to deal with Item 8.b.; the minutes, however, are written in step with the agenda.]

4. REPORT OF THE CHAIR

Recognition and Commendation. The President added that past president James Downey recently received the third annual David C. Smith Award for Significant Contribution to Scholarship and Policy on Higher Education in Canada from the Council of Ontario Universities. The award recognized Downey's distinguished scholarly and policy contributions to higher education in Canada. Downey delivered the annual David C. Smith lecture which will be published as a COU paper.

Environmental Scan:

- **Eighty-Seventh Convocation Ceremonies (October 25):** Senators were urged to attend their respective Faculty convocation ceremonies.
- **Provincial Liberal Government -- New Directions.** [Powerpoint slides available in the Secretariat; additional documentation at Senators' places.] Using a series of slides, the Chair spoke to the early directions of the newly elected Liberal majority government. The overarching questions are: whether the new government is committed to raising public investment in university education to move Ontario from last to middle place amongst Canadian provinces within the next five years; whether the government is committed to benchmarking that progress and protecting that investment; and whether the government is prepared to move within the following five years to make Ontario university education rank in the mid-point of the 60 provincial and state jurisdictions in North America.

Highlights of narrative comments: Ontario's current operating deficit will probably be in the range of \$4 billion (reported to be a projected \$5.6 billion not the anticipated balanced budget;); the urgency of health care issues, private and public security, energy supply, environmental issues, and the needs of primary and secondary education will drive the agenda and may trump higher education and research; a priority decision is needed to protect higher education and should be one of the three key portfolios along with health and finance; commitments already made (the Quality Assurance Fund, funding for the double cohort, among others) have to be protected; the Liberal's promised two year tuition freeze is not trivial and its scope not well understood. There are a number of challenges facing the new government and the primary responsibility for universities and colleges is to ensure that the four- and five-year commitments to, and expenditure plans made for, higher education and research continue whole and are not discounted.

Going forward, there are a number of priorities for Waterloo including significantly increasing its private sector support to \$50 million annually in cash (\$30 million last year) with a future annual goal of \$100 million, and substantially increasing its external research funding. With respect to whether increased private sector support would conflict with / drive Waterloo's agenda, Senate was reminded that it, not the private sector, provides the grounding for academic priorities.

- **Federal Government.** What is needed at the Federal level is a dedicated spokesperson for higher education and research, someone who sets national objectives (directed by a national *Education and Research Act* analogous to the *Canada Health Act*). The Chair promised to return to the Federal landscape under a Martin government at a future meeting. Indicators to watch for: enhanced momentum on the higher education and research front; addressing

federal / provincial relations; the innovation agenda.

5. **REPORT OF THE VICE-PRESIDENT, ACADEMIC & PROVOST**

- **University Professor.** The Vice-President, Academic reminded Senate that nominations of distinguished colleagues are due by the end of December.
- **The Michener Institute Update.** The Institute's new President has now taken office. The Board and membership at Michener are still pondering integration with Waterloo and the hope was expressed that by the end of this year, Waterloo will know if it's "a go."
- **City of Kitchener.** Along with other educational institutions, UW is exploring the possibility of an expanded presence in the City of Kitchener in addition to its two small operations already there (Distance and Continuing Education on Gage Avenue and the Faculty of Environmental Studies research activity at King and Benton). While there have been no specific discussions, Senate will be kept apprised of developments.
- **2003 - 2004 Budget Update.** Based on current predictions, the budget for fiscal 2003 - 2004 will be balanced with about \$500,000 net. Income is up by \$5.3 million (mostly due to the \$4.7 million received from the Quality Assurance Fund) for a total income of \$278 million. Undergraduate tuition is down by \$440,000 while graduate tuition is up by \$1.3 million (mainly due to the increase in international student enrolment). Expenditures have increased (utilities by \$500,000; insurance by \$125,000; and meeting commitments to match Tri-Council Scholarships for graduate students will require an additional \$260,000).
- **Progress Report #5: Building on Accomplishment** [Powerpoint slides available in the Secretariat.] The Provost reminded Senators that this strategic planning process was initiated in 1994 and the plan for UW's fifth decade, *Building on Accomplishment*, was released in September 1997. It contained 38 recommendations and is reviewed annually. Since the Senate Long Range Planning Committee has begun work on developing a framework for the sixth decade planning process, today's progress report really reflects a transition between the two documents.

The Provost listed the current ten institutional priorities which evolved out of the fifth decade report and the annual Executive Council retreat. In order, the priorities are:

- pursuit of excellence
- recruitment of the best faculty/students/staff
- development and maintenance of strategic academic programs
- enhancement of co-op programs
- intensifying research (creating and cultivating a research culture)
- administrative efficiencies
- faculty/staff work loads, and
- strategic resource allocation (leading to budgetary flexibility)

Each of these priorities / themes has one or two champions at Executive Council and several times a year progress is reviewed. These priorities represent high goals and it will be incumbent on all to do the best in finding resources to realize them -- starting with hiring the best and excelling at what we do as an institution.

6. **REPORT OF THE VICE-PRESIDENT, UNIVERSITY RELATIONS**

Campaign Waterloo Update. The Vice-President reported briefly on the Campaign noting that \$148 million (57 percent of the campaign goal) has been raised to date with another \$20-\$30 million at various stages of discussion. Of the total, about \$70 million is in cash and five individual donors account for \$32 million. Sixty calls were closed over the summer, and the

prospect base has been increased from about 1,400 to 1,850. The overall call-success ratio is 77 percent. The Keystone Campaign is at 66 percent of goal and to date; more than \$28 million has been raised for scholarships, chairs and fellowships. While the Campaign is long, priorities and projects are reviewed on an ongoing basis. The hope is to launch the Campaign publicly on campus, in Toronto and on the web at the end of March (23 or 25), 2004 when \$175-\$190 million has been raised.

7. REPORT OF THE VICE-PRESIDENT, UNIVERSITY RESEARCH

The Vice-President announced the recipients of recent research awards, including four Canada Research Chairs, four CFI Infrastructure Operating Fund awards, three CFI New Opportunities Fund awards, four CFI Canada Research Chair Infrastructure Fund awards, and nine Premier's Research Excellence Awards.

8. REPORTS FROM SENATE COMMITTEES AND COUNCILS

- a. Undergraduate Council.** Senate received this report for information.
- b. University Tenure & Promotion Advisory Committee.** Senate received this report for information and its attention was drawn to the fact that this is the third year that observations 4a and 4b have been included as part of this report. In response, the recommendations in 4a will be implemented. The recommendations made in 4b are a complicated matter and require the revision of Policy 77. The issue will be reviewed at the Faculty Relations Committee.

General comments and observations: face-to-face classroom presentation is an important component for effective teaching / lecture delivery; less than 20 percent of faculty on campus are women whereas demographics suggests that 60 percent of students in Canadian universities are women -- an imbalance needing attention.

The Chair thanked the members of UTPAC on behalf of Senate for the very important work they do.

9. REPORTS FROM THE FACULTIES and CONRAD GREBEL UNIVERSITY COLLEGE

Senate received these reports for information.

10. OTHER BUSINESS

- a. Approval of Degrees / Diplomas / Certificates** [lists of candidates were available at the meeting]. Senate heard the following motion:

That Senate approve the lists of candidates for degrees/diplomas/certificates as recommended by the Faculty Councils, the Dean of Graduate Studies and the Academic Board for Independent Studies, and that Senate authorize the Chair, the Registrar and the Dean of Graduate Studies to add to or change the lists of candidates for degrees / diplomas / certificates as approved at the Senate meeting on October 20, 2003.

Lavigne and Plumtree. Carried.

- b. Appointments.** Senate approved the following appointments:

- **University Committee on Student Appeals.** Robert Andre (Lecturer, Pure Mathematics), Faculty of Mathematics representative, term to August 31, 2005.

Guild and Bonner. Carried.

- **Senate Long Range Planning.** Laurie Hoffman-Goetz (Health Studies & Gerontology), as the Faculty of Applied Health Sciences representative, term to April 30, 2004.

Sharratt and Kerton. Carried.

c. **COU Report** [at Senators' places]. Senate received this report for information.

d. **Student Pedestrian / Vehicular Traffic.** Several concerns were voiced regarding safety of students given the convergence of heavy student pedestrian traffic along the north side of Columbia Street West (no sidewalks, unlike the south side) and heavy vehicular traffic around the entrance to the Columbia Lake Townhouses. Senate heard: construction of the Westmount Road extension, slated for 2004, will have an access road into the new graduate student townhouse complex; as part of the Research & Technology Park funding envelope, Columbia Street west of Westmount Road will be reconstructed with bike lanes, sidewalks, etc. in 2005; traffic counts done by the Region does not put the Westmount/Columbia intersection in the "high priority" area; and that the concerns are valid and will be addressed in time.

11. CONFIDENTIAL SESSION

Senate convened in confidential session.

LC/rah
October 23, 2003

Lois Claxton
Secretary of the University