

*University of Waterloo
SENATE
Minutes of the Monday, January 19, 2004 Meeting*

Present: David Johnston (Chair), Lois Claxton (Secretary), Emma Bardon, Ranjana Bird, Kieran Bonner, Graham Brown, Stephen Brown, Jane Buyers, Jeannette Byrne, Avi Caplan, Amit Chakma, Adrian Chin, Hsiao d'Ailly, Antero Da Silva, Mieke Delfgaauw, George Dixon, Yolanda Dorrington, Christian Dufournaud, Marlene Epp, Brian Forrest, James Gollnick, Bruce Greenberg, Len Guelke, Paul Guild, Simon Guthrie, Mark Haslett, Jesse Helmer, Rick Helmes-Hayes, Conrad Hewitt, Laurie Hoffman-Goetz, Dennis Huber, Igor Ivkovic, Ed Jernigan, Bob Kerton, George Labahn, Ken Lavigne, Robert Le Roy, Siyan Li, Wing-Ki Liu, David Matthews, Geoff McBoyle, Liam McHugh-Russell, Bruce Mitchell, John North, Joseph Novak, Henry Paetkau, Alan Plumtree, Bill Power, Steve Prentice, Manoj Sachdev, Paul Schellenberg, Catherine Schryer, Adel Sedra, Mike Sharratt, James Skidmore, James Sloan, Alex Sloat, Ralph Smith, Lubomir Stanchev, Donna Strickland, Giuseppe Tenti, Tony Vannelli, Edward Vrscay, Paul Wesson, Ian Williams, Johnny Wong

Tom Carey, Vera Golini, Lynn Judge (partial), Catharine Scott, Bob Truman, Bud Walker

Absent: Christopher Burris, John Crossley, Ray Digby*, Chris Edey, Alan George, Mariela Gutiérrez, Bob Harding*, Michael Higgins*, Keith Hipel*, Suzanne Hubbard, Mike Lazaridis*, Neil Malcolm*, Ray McLenaghan, Kirsten Morris*, Heather Murray, Arokia Nathan, Thomas Seebohm*, John Wainwright*, Ross Willard

*regrets

1. APPROVAL OF MINUTES

The December 15, 2003 minutes were approved as distributed noting that Senator Dufournaud intended to send regrets.

Dufournaud and Guild. Carried.

2. PRESENTATION - GRADUATE STUDIES [Powerpoint slides available in the Secretariat; handouts were available.]

The Dean of Graduate Studies presented an "internal report card" on graduate studies highlighting the accomplishments, goals, and challenges of the past few years. In the short term. Senators heard that the most important challenge to increasing UW's total graduate student population so that it constitutes 20 per cent of the total student population (up from the current 10 per cent) is to recruit, retain and support research / teaching scholars. In order to create a visible research-intense culture at Waterloo, the culture must be nurtured starting with the first year of undergraduate studies. Other challenges include increasing funding for graduate students and expanding office and research space. Important, too, is the challenge of lowering the graduate student:faculty ratio and more recognition for graduate student supervision. It was noted that the new alliance and connection between the GSO and the Office of Research is important and helpful in attracting graduate students and that highlighting Waterloo's impressive research more aggressively should help to attract more doctoral students.

The Chair thanked the Dean of Graduate Studies for her presentation and promised to invite her back to Senate before June to report on initiatives.

3. BUSINESS ARISING FROM THE MINUTES

- a. **Minimum Average Threshold for Scholarships for Entering Students.** The Vice-President Academic reported that the Senate Executive Committee discussed this issue and requested the Senate

Scholarships & Student Aid Committee review the minimum threshold for scholarships offered in the Faculties as well as various Faculty scholarship initiatives. Senator Williams, who chairs the Scholarships & Student Aid Committee, will take on the task to revisit the numbers (averages and money) and will report back to Senate.

4. REPORT FROM THE UNIVERSITY LIBRARIAN [additional documentation at Senators' places.]

This oral report gave a broad and high level overview of the current Library environment by touching on the three themes of content, connectedness, and collaboration (with a particular focus on serials). In summary, the hybrid library environment is complex and evolving, and is a combination of: electronic and print / paper media (which continue to grow and integrate with each other); wired and wireless environments in the physical and virtual sense. Senate heard that the vision of an excellent University library: includes service to faculty, staff and students; provides information technology to facilitate effective access to scholarly information; adapts to evolving trends in scholarly communication; seeds new partnerships and initiatives; builds bridges, and is innovative and flexible.

Following a question and answer period, the Chair thanked the University Librarian for his presentation.

5. REPORT OF THE CHAIR

Recognition and Commendation. The report was received for information.

Environmental Scan.

- Ontario Liberal government – currently wrestling with a large deficit, the expectation that the government will seek input from Ontario universities with respect to what happens in two years' time when the tuition freeze ends. COU has set up a task force (headed by the President of McMaster University) to lead the discussions.
- The second annual report of the Task Force on Competitiveness, Productivity and Economic Progress – using a series of overhead slides, the Chair reviewed highlights of the report noting in particular that Ontario's spending lags the USA's 14 peer states at all levels of educational investment (at the university education level it is less than half of the American expenditure per capita). Ontario falls behind in expectations and in investment in long-term growth (i.e., the public does not sufficiently value higher education).
- Federal government – a throne / budget speech will be delivered on February 6 and it is expected that there will be a new focus on science and technology. For the first time in about 25 years, a National Science Advisor (Arthur Carty, former Dean of Research at UW) has been appointed as has a Parliamentary Secretary (Joe Fontana from London) supporting the Prime Minister in the science and small business portfolio.

6. REPORT OF THE VICE-PRESIDENT, ACADEMIC & PROVOST

University Research Chair Appointments.

The Vice-President was pleased to announce the following University Research Chair appointments, effective, save one, on May 1, 2004: Melanie Campbell, Bill Cunningham, John Holmes, Peter Huck, Rich Hughson, Ellsworth LeDrew, Wendy Mitchinson, Tamer Ozsu, Magda Salama and Matt Vijayan. Although the target was to make five appointments, there was strong support that ten be awarded due to pent-up demand. Senators were encouraged to congratulate the appointees.

The Michener Institute.

Discussions have come to an end; Michener concluded that the time was not right to consider a full merger with Waterloo and needed more time to explore its future. UW and Michener will continue to collaborate on the two degree / diploma programs the institutions currently have in place.

Lessons have been learned from this exercise and UW has a better understanding of its own needs and aspirations. The Senate Long Range Planning Committee is exploring two initiatives –possibly establishing a School of Pharmacy and / or establishing a presence in public health.

7. ***REPORT FROM THE VICE-PRESIDENT, UNIVERSITY RESEARCH*** [documentation distributed with December's Senate agenda; Powerpoint slides available in the Secretariat.]

Deferred from the December meeting of Senate, the Vice-President concentrated his remarks on answering the question "Does Waterloo have a declining research intensity?" The report highlighted where UW is (\$71.9 million received in grants and \$22.7 million received in contracts in 2003), the challenges of research funding, and how Waterloo compares to other G10 institutions (UW is "pulling ahead" a bit on SSHRC and CIHR support but "it could do better"; some institutions are moving ahead of UW more quickly with respect to NSERC dollars – i.e., UW is not increasing at the rate that other G10 institutions are receiving increases from that council; UW has the least research dollars per faculty member). There are multi-level action plans being introduced to enhance research intensity on campus. Short-term plans include: increasing participation rates with the tri-councils; seeding large (>\$100K) grant proposals; co-ordinating and encouraging multi-disciplinary proposals; increasing pre- and post-award support; etc. Longer-term strategies include: strengthening the research ethos on campus; benchmarking performance and identifying gaps; providing strong leadership and hiring for research quality; increasing support for graduate students; celebrating and publishing research success stories; co-ordinating multi-disciplinary research thrusts, etc.

It was noted that the institution is still recovering from the 1996 Special Early Retirement Program (SERP) when many senior researchers left Waterloo. As well, UW is the only member of G10 without a medical school -- which is a significant disadvantage -- and creates an effect that should be partitioned out. The suggestion that it would be reasonable to benchmark against Queen's, McMaster and Western Ontario by selecting reasonable apples-to-apples comparitors. While an aggregated institutional performance is easier, it is less informative; the department / school-to-department / school performance is much more informative and while it will require an investment of effort, once established, it should be easier to maintain. The challenge will be what to do in response to knowing how UW compares. It was suggested that at the departmental levels, comparitors could include: research awards per faculty; scholarly output per faculty; teaching output per faculty; and knowledge transfer. Along with these, consideration could be given to other benchmarks that are meaningful measures (e.g., spin-off companies – Waterloo produces 24 per cent of Canada's spin offs – or earnings of graduate students two years' out).

In discussion, the opinions that: young faculty members are working aggressively and UW will rebound in the future; a chronic and serious problem is workload and the lack of recognition of the amount of time it takes to supervise graduate students or prepare arduous grant applications. One solution to the problems of decreasing research intensity may be to hire more faculty to teach undergraduate students to give some relief to those who are research active.

The Chair thanked the Vice-President for his long-delayed presentation and invited him to return to Senate before June to report on progress.

8. REPORT FROM THE VICE-PRESIDENT, UNIVERSITY RELATIONS

No report was made.

9. REPORTS FROM SENATE COMMITTEES AND COUNCILS

a. Scholarships & Student Aid Committee.

Senate received the report for information. Senators' attention was drawn to the Entrance Scholarship summary. Senator Williams commented that there is a Faculty-specific pattern to what works *vis-à-vis* entrance scholarships. This seems to indicate that it would not be wise to have a University-wide benchmark for entrance scholarships.

b. Undergraduate Council.

The Associate Provost, Academic & Student Affairs presented the report on behalf of the Associate Vice-President, Academic who was away on business. Senate was asked to remove the University of Waterloo/Wilfrid Laurier University Honours Computer Science and Business Administration Double Degree (Co-op only) plan from consideration. WLU is not ready to go forward yet and has asked UW to delay approval so that both universities can approve at (or around) the same time. The Chair noted that time is pressing (the double degree program is effective September 1, 2004) and asked that the plan be brought back to Senate in February for consideration / approval.

Senate approved the first two new plans from the Faculties of Applied Health Sciences and Arts as described in the agenda portfolio.

Kerton and Sharratt. Carried.

Senate approved the third new plan from the Faculties of Applied Health Sciences and Arts as described in the agenda portfolio.

Kerton and Sharratt. Carried.

Senate approved the six plans in two themes from the Inter / Multi-disciplinary Studies Program in Women's Studies.

Chakma and Bonner. Carried.

Senate moved the approval of the plan deletion from the Inter / Multi-disciplinary Studies Program in Canadian Studies as described in the agenda portfolio, noting that there is no joy or satisfaction in ending the program. Students currently enrolled in the program (~six) will be allowed to finish their studies; the Native Studies component of the program will continue.

Brown and Chakma. Carried.

Senate moved the approval of the statement on examination regulations, assignment due dates and classes held during the formal examination period as described in the agenda portfolio, noting that it applies to undergraduate students.

Lavigne and McHugh-Russell. Carried.

Senate moved the approval that UW officially acknowledges that the SA Catalogues (on-line Calendar) is the official up-to-date record of courses.

Lavigne and Chakma. Carried.

Senate received the remaining item in the report for information.

10. REPORTS FROM THE FACULTIES and RENISON COLLEGE

Senate received these reports for information [there was no report from the Faculty of Applied Health Sciences].

11. OTHER BUSINESS

a. Appointment.

Senate approved the following appointment to the *Distinguished Teacher Award Committee*: Faculty (two-year term - January 1, 2004 to December 31, 2005): Thomas Yoder Neufeld (Religious Studies / Peace & Conflict Studies, Conrad Grebel College).

Paetkau and Chakma. Carried.

b. Senate Vacancies. Senate received this report for information. Elections will be held in a timely and appropriate fashion.

12. CONFIDENTIAL SESSION

Senate convened in confidential session.

LC/rah
January 27, 2004

Lois Claxton
Secretary of the University