

University of Waterloo
SENATE
Minutes of the February 23, 2009 Meeting

Present: David Johnston (chair), Lois Claxton (secretary), Carol Acton, Aswin Alexander, Samuel Andrey, David Barton, Dan Brown, Graham Brown, Steve Brown, Jane Buyers, Kevin Cai, Amit Chakma, Sujeet Chaudhuri, Ken Coates, Tom Coleman, Tristanne Connolly, Shannon Dea, David DeVidi, George Dixon, Peter Douglas, Jean Duhamel, John Flanagan, Alan George, Mark Haslett, Geoffrey Hayes, Dennis Huber, Beth Jewkes, Kevin Lamb, Ken Lavigne, John Lawrence, Maria Liston, Heather Mair, Roger Mannell, Paul McDonald, Spencer McEwan, Terry McMahan, Elizabeth Meiering, Bruce Mitchell, Stephen Murphy, Christopher Neal, John North, Wayne Oldford, Jim Pankratz, David Perrin, Rashid Rehan, Metin Renksizbulut, Bruce Richter, Leo Rothenburg, Deep Saini, Matthew Schumacher, Alan Shonfield, James Skidmore, Craig Sloss, Douglas Stebila, Myroslaw Tataryn, Nancy Theberge, Peter van Beek, Jenna Van Draanen, Robert Jan Van Pelt, Beth Weckman, Kathleen Wilkie, Justin Williams, Frank Zorzitto

Meg Beckel, Peggy Jarvie, Geoff McBoyle, Catharine Scott, Bob Truman, Bud Walker

Absent: Allan Babor, Tara Collington*, Tom Duever, Fraser Easton*, James Gollnick, Bob Harding*, Keith Hipel, John Honek*, Lu Jiang, Bob Kapur*, Richard Kelly, Brendon Larson*, Mike Lazaridis*, John Lewis, Ron Mathies*, Sharon Robertson, Bob Rosehart*, Selva Selvakumar, Dermot Sweeny, Susan Wismer*, Michael Worswick

*regrets

OPEN SESSION

1. CONFIDENTIAL SESSION

Having noted from the chair that he had invited Arthur Carty, former president of NRC and currently executive director of the Waterloo Institute of Nanotechnology, to join Senate for its confidential session deliberations, and that Carty's presence would require Senate's approval, Senate heard a motion to invite Arthur Carty to attend the confidential session of today's Senate meeting.

Dea and Chakma.

In response to one senator's expressing discomfort with this exceptional measure, senators were reminded that at the January meeting they had asked for further information.

The motion carried.

Consent Agenda

Senate heard an omnibus motion to approve or receive for information by consent items 2-5 [below].

2. APPROVAL OF MINUTES

Senate approved the minutes of the November 17, 2008 [revised] and January 19, 2009 meetings.

3. REPORT OF THE CHAIR

Recognition and Commendation. Senate received this report for information.

4. REPORTS FROM THE FACULTIES

Senate received these reports for information.

5. OTHER BUSINESS

Board of Governors / Committee Appointments. Senate approved the following appointments: Board of Governors – Matthew Schumacher (earth Sciences), replacing Douglas Stebila, as graduate student representative, to April 30, 2010; Distinguished Teacher Awards – Wendi Campbell (BA 1993, speech communication), replacing Loretta Ritu, as alumni representative, term to December 31, 2009.

COU Report [enclosed for absentees]. Senate received this report for information.

Richter and Dea. Carried.

Regular Agenda

6. REPORT OF THE UNIVERSITY APPOINTMENTS REVIEW COMMITTEE

The chair of UARC reported briefly, indicating his desire to work toward more uniformity on what units present, clarifying instructions and providing examples of best practices. It was suggested that additional contextual information, including historical data, would be useful in the report to Senate. The provost advised that hiring targets have been agreed to by Deans' Council and UW's recruitment can, in future, be assessed against these targets. In summing up, the UARC chair reminded senators that the statistics presented are 'proposals' for appointments not actual hires and expressed his appreciation to his colleagues in this work. The president, in turn, on behalf of Senate, expressed gratitude to the chair and the committee for their work.

7. BUSINESS ARISING FROM THE MINUTES

University Teaching Chairs. In setting the context giving rise to this proposal, the provost advised that University Teaching Chairs are informed by 6th Decade Plan objectives to better recognize teaching / equate it in importance to research and are modeled on / similar to University Research Chairs. He asked that should Senate not move forward with the recommendation, that senators provide guidance on direction.

The associate vice-president, academic commented that the Teaching Excellence Council took the initiative to develop the University Teaching Chair proposal, as put forward in the 6th Decade Plan (20 Teaching Innovation Fellowships), and that this proposal has been endorsed by Deans' Council whose members undertook to take it to their faculties. Further, that these fellowships have more selection criteria than do the University Research Chairs and that the motion Senate is being asked to consider is for approval in principle.

A summary of the lengthy discussion that followed:

pros: The fellowships were seen as timely, addressing the circumstance that teaching and research have not been 'equal,' and the creation of a teaching ambassador as positive. Further, that the award is about leadership and mentorship, demonstrating that UW regards teaching as sufficiently important to allow recipients to explore how it's best done and to assist others. The award would allow recipients to focus on scholarship, curriculum development and design, and innovative practices of how students learn. Quality of research can be monitored as evidenced by publishing in peer-reviewed journals.

cons: Several views were expressed that, particularly in times of financial restraint, the expenditure of \$200,000 on this initiative was not prudent and might be better invested in CTE. Further, that the 'hybrid' proposal (an award and a grant) lacked clarity in the criteria for assessment and in the responsibilities of recipients (would they help to raise the quality of teaching? is an excellent teacher skilled to do research in teaching?) and that, as an award, the funding was too rich. Also, the view

that, notwithstanding the desire to bring the importance of teaching on a par with research, the two are not equal as evidenced by tenure and promotion policies / practices and to attempt to make them so is a 'forced parallel'; further, course-load relief rather than UTCs may be a more effective way of encouraging more mentoring.

questions / other: It was offered that, if the goal of these fellowships is to put recipients in the running for national awards, the criteria must be robust and should be in place before proceeding, gradually, perhaps starting with just an award. If these awards proceed, their relationship to DTAs needs to be considered as well as the composition of the selection committee which, it was offered, should have student representation. Offering this funding as a stipend should be reconsidered as excellent teaching should be recognized through merit compensation.

Senate heard a motion to invite Professor Gord Stublely, mechanical engineering and engineering's teaching chair, to make comments.

Jewkes and Renksizbulut. Carried.

Professor Stublely spoke briefly to his passion for his subject which informs his passion for teaching and his role in encouraging his colleagues to reflect on and discuss teaching.

Senate heard a motion to refer the proposal for reconsideration to the Teaching Excellence Council, taking into account Senate's debate.

Zorzitto and Lawrence. Carried.

8. PRESENTATIONS

Undergraduate Admissions Update [www.secretariat.uwaterloo.ca/20090223ug.pdf]. The registrar reported: OSS first choice and all applications are at .8 percent and -1.6 percent respectively over last year and non-OSS applications at 2.7 percent; OSS and non-OSS visa applications are at 8.1 percent and 3.9 percent respectively; admissions are at 5329 (5631 last year) and entrance scholarship candidates number 4394 (4187 in 2008).

Senators heard that UW cultivates visa applicants currently in Ontario by identifying and then visiting schools with large international visa populations and that efforts are made (acknowledging that more should be done, resources permitting) to assist these students in their transition to life at UW.

Graduate Studies [www.secretariat.uwaterloo.ca/20090223grad.pdf]. The associate provost, graduate studies spoke to his powerpoint presentation, noting in particular the growth in programs in 2008 and those in development, graduate student enrolment increase, graduate funding over the last several years, recent changes to regulations or business processes, applications for fall 2009 (as of February 11, 16 percent overall increase from 2008), and the good news from MTCU that there will be additional funding for graduate expansion, giving UW 'headroom to grow.'

With respect to attracting and keeping international students in Canada, senators heard that many remain and the new 'experience' class, where experience in Canada is recognized as a component to permanent residency, aids in retention. The moral dilemma remains: some of the best trained are lost to their countries who could most use them. From the president of the Graduate Student Association, the observation that tuition increases over the course of the past four years have diminished income and also kudos to the associate provost for effecting many positive changes.

9. REPORT OF THE CHAIR

Stratford Agreement. At its February meeting, the Board approved, in principle, an agreement between UW and the City of Stratford which locks in the capital commitments (Stratford: land and \$10 million; province: \$10 million) for the Stratford campus. All is subject to approval of curriculum by Senate.

Environmental Scan [www.secretariat.uwaterloo.ca/20090223es.pdf].

- **National:** from the Federal Budget which provides opportunity on capital but constrains operating: \$50 million to the Institute for Quantum Computing; \$2 billion for university infrastructure, starting in 2009-10 for two years and split 70:30 with the colleges; \$150 million in 2009 for CFI competitions and \$600 million in 2010; \$87.5 million in graduate scholarships over three years (500 doctoral and 1000 master's); research [Federal Granting Agencies, base budgets cut by 5 percent over three years; infusions to federal labs (\$250 million), Arctic research (\$85 million), Canada Space Agency (\$110 million)]. *How Canada Performs: A Report Card on Canada 2008* gives Canada a 'D' for Innovation and 'B' for Education and Skills; general measures to address these circumstances include: graduate school expansion, increased educational opportunities for lifelong learning, national innovation strategy; and for UW: career-focused master's programs, continued commitment to graduate student expansion, innovation support, increased research efforts, reinforcement and build out of the co-op PSE model.
- **Provincial.** The Ontario Budget will be brought down on March 26; COU's pre-budget submission includes: \$500 million for 'quick start' campus renewal projects, \$2 billion over two years for capital infrastructure, \$270 million in one-time bridge funding for operating relief and extended regulatory relief from pension obligations. The chair referred senators to the report by Roger Martin / Richard Florida: *Ontario in the Age of Creativity*.
- **Local.** Waterloo Region leads the country in R&D; Gary Goodyear, Minister of State for Science and Technology, is a UW alum; Stephen Hawking has been named a distinguished research chair at Perimeter Institute.

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

[www.secretariat.uwaterloo.ca/200902230809.pdf]

2008-09 Operating Budget Final Update. While the ending fund balance was eliminated, the result of UW's exceeding its enrolment targets, remaining uncertainties continue: awaiting decision on graduate expansion allocation beyond 2007-2008 and confirmation on graduate growth funding; undergraduate growth funding is an estimate.

2009-10 Operating Budget Scenario. Preliminary estimates indicate a total operating budget shortfall of \$13 million which would result in a 5.1 percent reduction and which UW is working diligently to lower. Pressures include: potential loss of up to \$6 million in endowment income which could be defrayed for the year using one-time funds available from the hiring freeze / deferral of major expenditures; entrance scholarships (\$3 million +) and graduate scholarships (\$1 million) funded with one-time money; and the pension plan fund (UW has a two-year window for the fund to recover) possibly requiring increased contributions from both UW and employees. Cost containment measures / new revenues may include: 1 percent reduction in salary scale increase yielding \$2.5 million – difficult to achieve given current commitments; 100 incremental international students (\$1 million) and introduction of professional master's (\$1 million). Risk factors: reduction in MTCU grants and not meeting enrolment targets, especially international. Budgetary options: cost containment, expenditure reduction, carrying a structural deficit, generating incremental revenues.

UAE / Dubai. In response to a question on the NYT's report of the financial meltdown in Dubai and implications for UW's campus there, from the provost that UW's one-time financial exposure is ~\$1 million. Implications for admissions / co-op job opportunities will become apparent in due course. Magdy Salama, director of the UW campus, is currently in Dubai, making good progress on operational matters, and Adel Sedra has joined him, returning this week. The provost offered to invite Professor Sedra to March Senate to comment and, when convenient, Professor Salama. As to the recent UAE refusal to grant visas to Israelis attending / participating in the International Women's Tennis Tournament, citing inability to guarantee safety, from the provost that this is of concern and that UW will continue to monitor and be guided by the DFAIT advisories.

11. REPORT OF THE VICE-PRESIDENT, EXTERNAL RELATIONS

Donor stewardship and cultivation is now Development's focus as UW moves into another phase of its campaign: faculty priorities and readiness. While the VPER remains cautiously optimistic that UW will achieve the \$100 million 2017 target, the expected range for the current year is between \$30 and \$50 million.

12. REPORT OF THE VICE-PRESIDENT, UNIVERSITY RESEARCH

Three pieces of good news: in the most recent CRC round, UW's allocation increased from 56 to 58; \$10.4 million over four years has been awarded by the Federal Network of Centres of Excellence for the digital media corridor between Kitchener and Stratford (Institute); and in the latest round of MRI awards, two of UW's seven proposals were funded in an amount exceeding \$4 million. With respect to the recently-announced 5 percent reductions to the granting councils' funding, the VPUR set out various fall-outs.

13. REPORTS FROM COUNCILS

Graduate & Research

- **Master of Health Informatics.** Having noted from the dean that the start-up may prove challenging as ramping up will occur as students are admitted, Senate heard a motion to approve the establishment of this new program as described in the report.

Dixon and Coleman. Carried.

- **Master of Arts – Coursework Option.** Senate heard a motion to approve the addition of a coursework option to the MA degree programs in sociology with requirements as detailed in the report.

Dixon and Rehan. Carried.

- **PhD Thesis Examining Committee and PhD Thesis Defence.** Senate heard a motion to approve the revised regulations as detailed in the report.

Dixon and George.

In response to one senator's view of the importance of retaining the external-internal whose role is to ensure standards are applied university-wide, Senate heard, from the associate provost, graduate studies, that the circumstances where the provision would be waived are unusual / rare.

Senate heard an amendment to the motion: "the requirement that at least one of the UW members of the Examining Committee be external to the department may be waived by the

associate provost, graduate studies faculty associate dean of graduate studies.’’

Richter and Oldford. Defeated (yeas, 12; nays, 20).

The main motion carried.

- **Co-supervision Requirements.** Senate heard a motion to approve that the faculty associate dean of graduate studies be given the authority to waive the co-supervision requirement on the recommendation of the department / school.

Dixon and George. Carried.

- **Institute of Risk Research.** Senate heard a motion to approve that this institute be removed from the list of Senate-approved institutes and centres.

Dixon and Mannell. Carried.

The remaining items in the report were received for information.

Undergraduate

- **Honours Women’s Studies; Honours Women’s Studies, Arts and Business Co-op and Regular; Joint Honours Women’s Studies.** Senate heard a motion to approve these new academic plans.

Chakma and Dea. Carried.

- **Four-year General Women’s Studies, Science and Technology Specialization; Four-year General Women’s Studies, Issues in Entrepreneurship Specialization; Women’s Studies, Science and Technology Minor; Women’s Studies, Issues in Entrepreneurship Minor; Women’s Studies, Science and Technology Option; Women’s Studies, Issues in Entrepreneurship Option.** Senate heard a motion to approve the inactivation of these plans.

Chakma and Dea. Carried.

The remaining items in the report were received for information.

14. OTHER BUSINESS

Report of the University Librarian [newsletter enclosed for absentees]. The university librarian reminded senators of the Friends of the Library Lecture, April 20, noon, Theatre of the Arts, with Chancellor Elect Prem Watsa.

Scholarships and Financial Aid [www.secretariat.uwaterloo.ca/20090223sfa.pdf]. The registrar presented this report for information.

Senate convened in confidential session.