

University of Waterloo
SENATE
Minutes of the Monday, November 16, 2009 Meeting

Present: David Johnston (chair), Lois Claxton (secretary), Sheila Ager, Muhammad Ali Akbar, Aswin Alexander, Samuel Andrey, David Barton, Graham Brown, Kevin Cai, Glenn Cartwright, Jeff Casello, Ken Coates, Tom Coleman, Tara Collington, Tristanne Connolly, Carol Cressman, Shannon Dea, Diana Denton, George Dixon, Fraser Easton, John Flanagan, George Freeman, Shannon Freeman, Peter Frick, Feridun Hamdullahpur, Mark Haslett, Geoffrey Hayes, Keith Hipel, Sue Horton, Dennis Huber, Beth Jewkes, Reemah Khalid, Whitney Lackenbauer, Kevin Lamb, Kate Larson, Ken Lavigne, John Lawrence, John Lewis, Heather Mair, Terry McMahon, Brian McNamara, Elizabeth Meiring, Bruce Mitchell, Stephen Murphy, John North, Wayne Oldford, Henry Paetkau, Jim Pankratz, Metin Renksizbulut, Manoj Sachdev, Deep Saini, Adel Sedra, Jay Shah, Alan Shonfield, Dave Smith, Richard Wells, Andrew Williams, Susan Wismer, Frank Zorzitto

Meg Beckel, Peggy Jarvie, Mary Jane Jennings, Linda Kieswetter, Geoff McBoyle, Janet Passmore, Chris Read, Catharine Scott, Bob Truman, Bud Walker

Absent: Mohamed Abd-el-Razik*, Carol Acton*, Jonathan Aycan*, Allan Babor*, Dan Brown, Jane Buyers, Sujeet Chaudhuri, Brent Doberstein, Peter Douglas*, Tom Duever*, Bob Harding*, John Honek*, Ajnu Jacob, Bob Kapur*, Brendon Larson, Roger Mannell*, Paul McDonald, David Perrin, Rashid Rehan, Matthew Schumacher*, Dermot Sweeny, Peter van Beek*, Robert-Jan van Pelt*, Prem Watsa*, Beth Weckman, Michael Worswick

*regrets

OPEN SESSION

Consent Agenda

Senate heard an omnibus motion to approve or receive for information by consent items 1-4 below.

1. APPROVAL OF MINUTES

The minutes of the October 19, 2009 meeting were approved as distributed.

2. REPORT OF THE CHAIR

Recognition and Commendation. Senate received this report for information.

3. REPORTS FROM THE FACULTIES

Senate received these reports for information.

4. OTHER BUSINESS

Committee / Council Appointments / Reappointments [revised report at senators' places]. Senate approved the recommended appointments / reappointments.

December Meeting of Senate. Since there currently appears to be insufficient agenda to warrant a December meeting, the secretary will advise the Executive Committee within a week of its December meeting whether a meeting is required; Senate will also be advised as appropriate. **Note:** it was understood that if Senate approved item 12, Delegation of Authority to the Executive Committee, then the Executive Committee would meet in December.

Akbar and Smith. Carried.

Regular Agenda

5. BUSINESS ARISING FROM THE MINUTES

Tabled Motion re: Guidelines for Determining Academic Calendar Dates. Senate heard a

motion to take from the table the following motion: That the Guidelines for Determining Academic Calendar Dates related to the beginning of classes in the fall term be amended to: That fall term classes in September begin no later than the Monday following the Labour Day holiday.

Hamdullahpur and Shah. Carried.

Senate heard a friendly amendment to the motion: That the Guidelines for Determining Academic Calendar Dates related to the beginning of classes in the fall term be amended to: That fall term classes begin on the Thursday after Labour Day. In those years with an early Labour Day, students will be consulted on how to best use the 'extra' days.

Hamdullahpur and Renksizbulut.

In discussion that followed, student undergraduate senators spoke to their November 12, 2009 memo to Senate [at senators' places] and advised they would vote against the motion for reasons as set out in that memo, including: the importance of an effective orientation week; concerns expressed by students following 'broad consultation'; and the negative impact of the proposed changes on orientation, including on student success.

Senators also heard different perspectives. From the dean of arts, that arts students have difficulty maintaining sustained interest throughout the week-long events and that a shorter orientation period provides greater focus and can be more effective. From the dean of engineering, that accreditation requirements establish a set minimum of teaching days, this year necessitating Saturday classes to meet the minimum; the motion as presented is flexible, providing for consultation with students; and the net effect of the proposed changes is loss of just one day. From the provost, that the matter of shortening orientation arises from faculty and staff concerns brought to Executive Council, particularly that more teaching days are required; further, this motion comes after considerable discussion and debate, including with student leaders and the associate provost, student services; orientation practices have evolved significantly over the last decade, with orientation commencing as soon as students are admitted; the shortened schedule will allow sufficient time to incorporate the important elements of orientation while providing needed flexibility in the academic calendar; and agreement that orientation impacts student success, evidenced by institutions with shorter orientation programs and higher retention rates than UW. From the registrar, orientation occurs in a number of ways, including Student Life 101, in class and by networking in class and that what is planned for orientation week should be strategic, taking into account what could reasonably occur both before and after that week. From the director of Housing and Residences, that the new schedule results in a net loss of a day; the current orientation week is long, with students becoming disinterested and disengaged, participation rates dropping off and anxiety going up as they anticipate the start of classes and are eager to start.

In response, from student senators: if students fail to participate in orientation at week's end because of exhaustion, they are likely too exhausted to attend and benefit from class; what students really want, as indicated in the last paragraph of the memo, is a more thorough evaluation of orientation week, in consultation with students; shorter orientation periods are far from universal; both first- and upper-year students consulted preferred a one week orientation, even with the potential for Saturday classes; engineering students specifically preferred the full orientation week; UW is not #1 because it follows other universities and an exhortation to make orientation more innovative; conversations with others at McMaster and Western, for example, confirm that while orientation can be achieved within three days, stress increases and concerns remain about the effect on students' success; and re: consultation, 1500 responses were received from UW students via social media.

And from the provost, that the motion recognizes the importance of orientation, is flexible and provides for more days for class.

The motion: yes 23; no 23; 1 abstention.

Following the vote, the chair advised that this matter would be brought back at the next meeting of Senate.

6. REPORT OF THE IT TASK FORCE [www.secretariat.uwaterloo.ca/20091116it.pdf]

The associate vice-president, academic, chair of the task force, noted that the 18 recommendations centered around: consolidation of certain campus-wide IT functions within IST; and communications both among IT service deliverers in local units, within IST and between the two source groups, IST and local units. Other important recommendations addressed ‘onboarding’ and satellite campuses. He advised that action has already occurred on many recommendations and that many aspects of campus-wide IT infrastructure are being consolidated. Overall, the IT Task Force Report is calling for IT on campus to re-orient its focus to ‘support the users.’

In discussion, senators heard that while the Barnard Report contained similar recommendations, the ‘silo problem’ which prevented movement forward at that time has now been addressed. While centralization serves well to a certain degree, redundancy within units is also good and, in response, that there needs to be careful implementation with consideration to local units; it was noted that a number of matters (e.g., lack of standard back-up policy, hardware and software upgrades and troubleshooting) were not addressed and, in response, that CTSC has already achieved a good deal, including back-ups, and, further, that best practices should be articulated.

7. REPORT OF THE CHAIR

Female Hiring Targets [www.secretariat.uwaterloo.ca/20091116fht.pdf]. At the chair’s invitation, the director of Institutional Analysis & Planning spoke to UW’s Female Faculty Hiring Targets by 2017 (264 up from 212) and the challenges in meeting this target given the size of the available PhD pools. It was also noted that the applicant pool is often lower than the PhD pool as women choose careers outside academe and, for this reason, it is important to track potential women candidates / encourage them at all stages, including as post docs. Senate also heard that retention of women faculty is equally as important as recruiting them and, from the dean of science, that his faculty has been proactive, seeking out NSERC post-docs and advising them when UW has vacancies.

Maclean’s Rankings [www.secretariat.uwaterloo.ca/20091116mr.pdf]. At the chair’s invitation, the director of Institutional Analysis & Planning also reviewed the good news story: UW again #1 in “best overall,” “most innovative” and “leaders of tomorrow” and #2 in “highest quality” after McGill. UW’s other strengths are reflected in “student awards,” “faculty awards,” and “scholarships and bursaries.” Areas for improvement include “student / faculty ratio,” “student services,” “operating budget per student” (results skewed by the weighting by “category of student” assigned by *Maclean’s*) and “library expenses.” In average entering grade, UW at 86.3 percent is behind McGill, Montreal, Saskatchewan, Sherbrooke, Dalhousie, Manitoba and UBC.

Environmental Scan [www.secretariat.uwaterloo.ca/20091116es.pdf]

- **International.** UW has recently signed a memorandum of understanding with the Canada India Foundation, a joint initiative for the advancement of Canada’s research capacity in the study of contemporary India. The MOU anticipates establishing a \$10 million endowment which will fund CIF chairs for Waterloo faculty members and visiting chairs for Indian scholars. Two million dollars have been committed by the CIF and engagement with CIGI and the Balsillie School of International Affairs is anticipated.
- **National.** Following a brief review of *Maclean’s*, the chair addressed the *Globe and Mail* Canadian University Report 2010. With 38,000 undergraduate students participating in this year’s survey and 53 universities graded, UW scores at the top in its category (large, enrolment over 22,000) in “quality of education,” “career preparation” and “academic reputation”; areas for improvement according to these results include “student residences” and “campus technology.”

The economic impact of international education in Canada (178,227 international students in Canada, 95,404 whom were university students) is evidenced by the \$6.5 billion spent by these students on tuition and related expenses in 2008 and the \$291 million they generated in government revenue; international education services serving international students contributed to 65,000 jobs in the labour market across Canada (5.5 percent of the total jobs in Canada's education services sector).

- **Provincial.** There is a record-breaking budget shortfall of \$24.7 billion with corporate tax revenues falling in 2008-09 by 48.1 percent (\$6 billion). The 2009 budget allocated \$32.5 billion for infrastructure investments over two years and while the government remains committed to health care and education, the Minister of Finance warns "difficult choices" will have to be made. The federal government is calling for "deeper investment" in training and postsecondary education opportunities. Revenue forecast is \$90.2 billion with \$113.7 billion expenses forecast. The Ontario Treasury Board is to launch a spending review, with results in next year's budget. Fifty-seven postsecondary stimulus projects are currently underway worth \$1.095 billion.

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

Operating Budget Update. The provost summed up the current position: \$2.5 million additional pension contribution added to the expenses; additional tuition revenue as a result of increased (~300 students) first year domestic enrolment; additional unbudgeted grant revenue has been received from MTCU; it is expected the deficit will be eliminated.

Re: the 2010-11 budget, there are many unknowns, including the government's response to the \$24.7 billion provincial deficit and whether the government will continue its commitment to the higher education sector, though it is expected funding to graduate students will continue to the target date of 2011. Funding for undergraduates remains an unknown. Given these conditions, the strain on the Pension Plan and an anticipated significant budget shortfall, UW continues to operate prudently and effectively / efficiently (viz. IT Task Force, marketing and communications efficiencies, course-based master's to add to revenue streams, mission critical hires).

UAE Campus. The official opening occurred earlier this month with President Johnston, Deans Sedra and Coleman and Associate VP Rothenberg participating. Twenty-four students are registered in the two engineering programs; two programs are expected to be added next year.

9. REPORT OF THE VICE-PRESIDENT, EXTERNAL RELATIONS

[\[www.secretariat.uwaterloo.ca/20091116vper.pdf\]](http://www.secretariat.uwaterloo.ca/20091116vper.pdf)

The associate vice-president, principal gifts & campaigns provided an update on Campaign Waterloo: \$528 million raised as of September 30 with \$114 million in pending asks. She noted that Development has aligned its priorities with faculty 6th decade plans and that fundraising between the centre and the faculties is carefully coordinated / results reported monthly to the deans; is focusing on fundraising for KIP; is building relationships with / stewarding both corporate and individual donors; and is fundraising for awards for international students at UW or UW students abroad.

10. REPORT OF THE VICE-PRESIDENT, UNIVERSITY RESEARCH

The vice-president advised that 115 equipment grant and 147 discovery grant applications were submitted prior to the recent NSERC deadline. The number of first time applicants has decreased, the result of the hiring constraint. Four Canada Excellence Research Chairs were submitted today: Quantum, Water, Automotive and Wireless Technology. He cautioned that faculty could expect 'pleas' from associate deans, research to spend their provincial research funding, awarded by the Ministry of Research and Innovation on an annual basis. Unlike federal counterparts, this provincial funding cannot be carried forward and unspent funds may be clawed back.

11. REPORTS FROM COMMITTEES AND COUNCILS

Graduate & Research Council

- **Master of Arts (MA) in Experimental Digital Media.** Senate heard a motion to approve the establishment of this new program as detailed in the report.

Easton and Horton. Carried.

- **Master of Science (MSc) and Doctor of Philosophy (PhD) in Pharmacy.** Senate heard a motion to approve the establishment of these degrees in pharmacy as detailed in the report.

McMahon and Horton. Carried.

The remaining items in the report were received for information.

Long Range Planning Committee. Received for information and with kudos to environment on the great progress it is making under Dean Saini's leadership.

Undergraduate Council

- **Calendar Dates**

- **Guidelines for Determining Academic Calendar Dates.** Senate heard a motion to approve that the guidelines be amended as follows: That attention be given to balancing the number of meets in courses. Where an imbalance may occur because of holidays (e.g., 11 Fridays and 13 Mondays), the last day of classes may use the class schedule for a different day in order to balance the number of meets across all courses.

Lavigne and Dea. Carried.

- **Winter 2010.** Senate heard a motion to approve that the last day of classes for winter term 2010 on Monday, April 5, 2010 follow the Friday schedule.

Lavigne and Dea. Carried.

- **2010-11.** This item was deferred.

- **Undergraduate Admission Requirements.** Senate heard a motion to approve the requirements for 2011 as detailed in the report.

Lavigne and Dea. Carried.

- **Examination Regulations and Related Matters.** Senate heard a motion to approve the changes to the text in "Student Access to Final Examination Papers" as detailed in the report.

Lavigne and Dea. Carried.

- **Diploma in East Asian Studies.** Senate heard a motion to approve the Diploma in East Asian Studies as a UW diploma.

Lavigne and Cartwright. Carried.

- **Management Engineering.** Senate heard a motion to approve changes to the plan as detailed in the report.

Sedra and Lavigne. Carried.

-
- **Honours Software Engineering.** Senate heard a motion to approve changes to the plan as detailed in the report.

Coleman and Sedra. Carried.
 - **Honours International Development.** Senate heard a motion to approve curriculum changes as detailed in the report.

Lavigne and Brown. Carried.
 - **Honours Co-operative Environment and Business.** Senate heard a motion to approve the plan change as detailed in the report.

Lavigne and Brown. Carried.
 - **Honours Actuarial Science.** Senate heard a motion to approve the change to the minimum major average requirement for this plan from 60% to 70%.

Coleman and Zorzitto. Carried.
 - **Honours Co-operative Pharmacy.** Senate heard a motion to approve the revised co-operative requirements as detailed in the report.

McMahon and Lavigne. Carried.
 - **Faculty of Applied Health Sciences.** Senate heard a motion to approve the revised AHS mature student admission section in the undergraduate calendar as presented in the report.

Lavigne and Dea. Carried.
 - **Faculty of Science.** Senate heard a motion to approve the articulation agreement re: Advanced Standing Dual Credit between the Waterloo Region District School Board and UW as provided in the report.

McMahon and Meiering. Carried.
 - **Mathematics / Business Administration.** Senate heard a motion to approve the inactivation of the following academic plans: Mathematics / Business Administration – Economics Option; Mathematics / Business Administration – Human Resources Management Option.

Coleman and Zorzitto. Carried.

The remaining item in the report was received for information. In response to a question, from the associate vice-president, academic, that Senate Undergraduate Council, on behalf of Senate, approves changes such as prerequisites, titles, etc.; matters considered controversial are referred to Senate for approval. **Note:** Senate Undergraduate Council Bylaw 9 is at: www.adm.uwaterloo.ca/infosec/Committees/senate/ugc.htm

12. OTHER BUSINESS

COU Academic Colleague Election. Having received no further nominations from the floor, Senate heard a motion to acclaim Richard Wells as the COU Academic Colleague, term January 1, 2010 to June 30, 2012.

Smith and Dea. Carried.

Delegation of Authority to the Executive Committee. Senate heard a motion to delegate to its Executive Committee authority to approve the new collaborative program in quantum information on behalf of Senate.

McMahon and Dixon. Carried.

Report on the Evaluation of the Professional Development Program (WatPD)

[www.secretariat.uwaterloo.ca/20091116watpd.pdf]. Senate received the director's report and review (program objectives, course pass rates and student survey results) for information and heard that 80 percent of the students taking the courses participated in the anonymous survey; WatPD and PDEng are separate initiatives. It was suggested that the separation notwithstanding, WatPD and PDEng could "cross fertilize" and that the Co-op Advisory Council with representatives from all facilities was an appropriate venue to facilitate this.

Kudos to the director of WatPD for contacting the student senators on this matter and for continuing the dialog with them.

Senate convened in confidential session.

LC:tad
November 18, 2009

Lois Claxton
Secretary of the University