



# Minutes

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## MEETING OF THE SENATE

A meeting of the Senate was held on Thursday, February 26, 2009 in Robert Sutherland Hall, Room 202 at 3:30 p.m.

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**Present:** Principal Williams in the Chair **Senators:** Archibald, Baird, Barnett, Boag, Brien, Brinkworth, Brock, Bruno-Jofre, Bu, Chan, Cordy, P. Dacin, Deakin, Deane, Diederichs, Dixon, Flanagan, Gibson, Hills, Horton, Jahanbakhsh, Kisilevsky, Koichopolos, LaFleche, Laker, Leichner, MacLean, McCormack, McGrath, Minnes, Norman, Oosthuizen, Peterson, Remenda, Robbie, Ryan, Saiedi, Santeramo, Stairs, Tam, Tolmie, J. Welsh, P. Welsh, Whitney, Wiens, Wong, Woodhouse, G. Moore (Secretary), P. Watkin (Associate Secretary)

**Also Present:** J-A Brady, M. Ceci, R. Denniston-Stewart, B. Griffiths, L. Jackson, T. Lin, K. O'Brien, A. Nocilla, H. Smith, C. Sumbler

### I OPENING SESSION

#### 1. Adoption of Agenda

**Moved by Senator LaFleche, seconded by Senator Oosthuizen, that the Agenda be adopted as circulated with the provision that item V – Motion from the Senate Educational Equity Committee (Appendix H) be withdrawn.**

**Carried 09-11**

#### 2. Adoption of the Minutes of the Meeting of 29 January 2009 (Appendix A, page 1)

**Moved by Senator Deakin, seconded by Senator Brinkworth, that the Minutes of January 29, 2009 be adopted as circulated.**

**Carried 09-12**

#### 3. Business Arising from the Minutes

There was no Business Arising from the Minute.

#### 4. Chair's Report

##### Robert Sutherland Hall

Principal Williams noted that on February 23, 2009, the Board of Trustees had approved the recommendation to name the Policy Studies building after Robert Sutherland. Plans for a naming ceremony are underway and will be announced in the near future.

##### COU Update

Principal Williams reported on a recent COU Executive Heads meeting where the current financial situation was discussed. All Ontario universities have been affected negatively to varying degrees by the downturn in the economy and Queen's appears to lie in the middle of the group. Some sister institutions have additional challenges due to their own "no deficit" policies while others, such as the University of Ottawa, have reserve funds available due to revenues accrued from recent growth in enrolment. Another issue affecting all Ontario universities is the escalating unfunded liability in their pension funds. The Executive Heads met with representatives of the Ministry of Finance to present the universities' case. As a result of that meeting, the Ontario government has promised a response prior to the March 26, 2009 budget announcements.

Infrastructure funding was also discussed and the province has given every indication that the monies will flow quickly so that renovations/construction projects can proceed in the spring and summer prior

to students returning to the classroom in September. There was general agreement amongst the COU Executive Heads that existing distribution mechanisms should be implemented for the first round of funding. It is anticipated that subsequent rounds will be more competitive. Principal Williams noted that Queen's is in a good position to receive its fair share of infrastructure funds but the decision to not grow enrolment substantially will have an impact on the final distribution. Queen's strong position as a research-intensive university will serve it well in terms of federal infrastructure funding.

#### Intergroup Dialogue Program

Senator Deane, Vice-Principal (Academic), reported that he had accepted the recommendations of the panel to assess the Intergroup Dialogue Program which has now been discontinued. The Panel which was made up of K. Norton (alumnus), L. Jackson (Rector) and J. Meisel (Professor Emeritus), noted that the work of the student facilitators was very well done and encouraged them to continue their work in the Residences for the remainder of the current academic year. The other major recommendation in the report was to encourage the University to find other means of advancing its agenda of diversity and inclusiveness on campus. In concluding his remarks, Senator Deane noted that the panel on "Diversity, Anti-Racism and Equity (DARE) had begun its work on gathering input about the best way forward.

#### Vice-Principal (Academic) Discussion paper – Contexts and Imperatives for Renewing the Curriculum

Senator Deane reported that a discussion paper on the curriculum will be released in early March. It is hoped that the Paper will serve as a catalyst for a broad discussion on the intellectual state of the curriculum and its development within local and international contexts to ensure Queen's curriculum is at the cutting edge and continues to provide a quality education in the current environment of fiscal constraints. Senator Deane stated that several groups and individuals had input on the development of the Paper and it is hoped that all units will contribute to the discussion. Senator Deane stated that he is keen to continue his departmental visits and is available to discuss the Paper with interested parties.

[Secretary's Note: the Discussion Paper and an invitation to comment can be found at:  
<http://www.queensu.ca/vpac/news/discussionpaper.html>]

### 5. Other Reports

#### a) **Research Report** (Appendix B, page 9)

S. Verbeek, Director, Office of the Vice-Principal (Research), noted that the following Canada Research Chairs have been renewed: Aristides Docoslis (Chemical Engineering), John MacLeod (Physiology and Medicine) and Patrick Stroman (Diagnostic Radiology). There were no questions or comments.

#### b) **Honorary Degree Recipients Spring and Fall 2009 (Handout)**

Senate's attention was drawn to the list of Honorary Degree Recipients for Spring and Fall 2009 Convocation ceremonies which was handed out for information. There were no questions or comments.

#### c) **Inquiry@Queen's** – Oral Report by Senator Remenda

Senator Remenda invited all Senators to attend the third annual Inquiry@Queen's undergraduate research conference to be held on March 5-6, 2009 in Stauffer Library.

## II QUESTION PERIOD (Appendix C, page 11)

### 1. From Senator J. Welsh, President, SGPS, regarding Teaching Fellows. Oral response to be provided by Senator Deane, Vice-Principal (Academic)

Senator Deane, Vice-Principal (Academic), began his response by noting that generally at Queen's Teaching Fellows are senior graduate students who are responsible for a course within their home department or program. Normally, they would hold the rank of Adjunct 1 and are not members of QUFA. The Teaching Fellow program is viewed as a form of professional development and often provides the graduate student with the opportunity to teach a course that may not be available to them after graduation. Senator Deane noted that Teaching Fellows are a group of scholars within the University who fall between

a number of policies and administrative structures. In terms of their work as instructors, their direct responsibility is to the head of their unit and through the head to the dean of their faculty. However, their function is also closely related to their standing as graduate students and therefore in the event of a dispute, the Society of Graduate and Professional Students (SGPS) would represent Teaching Fellows.

Senator P. Welsh noted that there is confusion amongst faculty and graduate students regarding the status of Teaching Fellows and when certain policies apply. He stated that to date, the SGPS has not been involved in discussing issues such as teaching conditions for Teaching Fellows with the Administration. Senator Welsh asked if the Office of the Vice-Principal (Academic) in conjunction with the School of Graduate Studies could develop some guidelines on how principle and theory could be implemented in practice. Senator Deane responded that there is precedent to have compensation for Teaching Fellows parallel with what is laid out in the Collective Agreement and agreed to work on developing policy in this area.

### III REPORTS OF COMMITTEES

#### 1. Academic Development (Appendix D, page 12)

##### a) Enrolment Plan 2009/2010 – 2010/2011

**Moved by Senator Deane**

**seconded by Senator Oosthuizen**

**that Senate approve the Enrolment Plan for 2009/2010 – 2010/2011 as set out in the attached document, and that Senate empower the University Registrar to make any adjustments as are necessary and appropriate to specific program goals and opportunities to ensure that the total projected enrolment for 2009/2010 is achieved.**

**Carried 09-13**

Senator Deane noted that enrolment planning is an annual exercise that is driven by the University Registrar in cooperation with the faculty deans. It was noted that the planning process for the first time was also informed by the Principal's Enrolment Task Force.

J-A. Brady, University Registrar, stated that the objective of the Enrolment Plan is to strike a balance between preserving the quality of Queen's student body and at the same time optimizing potential fiscal revenue. It was noted that the University was currently in the middle of the admission cycle and there is every indication that Queen's will be able to achieve its enrolment targets at both the undergraduate and graduate level.

In response to a question from Senator J. Welsh, J-A. Brady stated that the capacity of ancillary services is taken into account during the enrolment exercise. Particular attention is given to Residence. The University Registrar assured Senate that a holistic approach is taken and that the deans and senior administrators understand the impact that growing enrolment has on support services and space. Senator Deakin, Associate Vice-Principal and Dean, School of Graduate Studies and Research, added that the Ontario Council of Graduate Studies (OCGS) requires remuneration of space for graduate students during its periodic review of existing programs and approval of new programs.

Senator J. Welsh asked what efforts were being made to identify and eliminate potential barriers to admission for graduate students and what programs are in place to encourage graduate students to complete their programs. Senator Deakin responded that the School of Graduate Studies and Research has invested significant resources to the recruitment of graduate students and continues to look for ways to improve in this area.

In response to a follow-up question by Senator J. Welsh on statistical data relating to graduate student applications, Senator Deakin responded that there were limitations on the types of questions/information that the University is allowed to collect. Queen's does however systemically gather data on applications, offers of admissions and acceptances.

Senator Brinkworth asked about the logic behind growing the Concurrent Education/Arts enrolment over the Concurrent Education/Science enrolment since there is a greater demand for

science teachers across Canada. J.-A. Brady responded that the enrolment plan for Concurrent Education is a collaborative effort between the Faculty of Education and the Faculty of Arts and Science. The demand for science teachers is strong and Queen's has chosen to sustain enrolment in this area. On the Arts side, the demand for Concurrent Education/Arts is very high for incoming students and the University continues to strive for a balance between the numbers of spaces available and the interests of the applicant pool. Another consideration is the capacity in the Faculty of Arts and Science which currently is at full capacity in the science stream. In response to a follow-up question, the University Registrar stated that the Concurrent Education/School of Computing program still existed and that those enrolment numbers were blended with the Concurrent Education/Science data since there were very few students currently in the program.

In light of the recommendation in the *Strategic Plan* to maintain undergraduate full-time enrolment at the 2005-2006 levels, Senator Koichopolos noted the steady increase in enrolment over the past three years. He asked why the University has deviated from its original plan and if there are plans to return to the 2005-2006 levels. The University Registrar responded that the University continues to strive for optimal balance. As mentioned by Principal Williams in the update to the community, there are pressures from the Ontario government to grow which impacts on a number of corollary issues including Queen's share of the funding system. The Deans work diligently to determine maximum number of students that their particular faculty can admit without negatively affecting the quality of a Queen's education. The University Registrar noted that the *Strategic Plan* is a living document that was adopted in December 2006 during a very different global economic situation.

- b) Governance Structure of the School of Graduate Studies and Research  
Moved by Senator Deane  
seconded by Senator Deakin  
that Senate endorse the reform of the governance structure of the School of Graduate  
Studies and Research and, in particular, recommendations A, B and C.**

**Carried 09-14**

Senator Deane noted that the proposal in front of Senate was a recommendation to restructure the administrative and governance structures of the School of Graduate Studies and Research. The review began in 2005 and was influenced by the Ontario government's "Reaching Higher" program which sought to substantially grow graduate education in the province. Historically the School of Graduate Studies and Research was established as a complement to the existing core faculties/schools whose main focus is undergraduate education. It became evident that in order to successfully grow Queen's graduate student body and effectively plan for the future, the faculty deans needed to be involved. The Senate Committee on Academic Development (SCAD) established a subcommittee to make recommendations in this area. The goal is to integrate graduate education and planning within each of the academic faculties. The implementation date for the proposed restructuring is July 1, 2009.

Senator Deane reported that the proposed changes are far reaching and hinge on three propositions: the creation of a Graduate Studies Executive Council, replacing the existing divisional structure with a faculty-based Graduate Council and renaming the School from the School of Graduate Studies and Research to the School of Graduate Studies. Senator Deane noted that the word "Research" in the original title is a relic from the past when the University's research enterprise was housed in the School.

Senator Deane reported that to avoid confusion regarding the membership of the Graduate Studies Executive Council, the word "**Registrar**" would be replaced with "**a senior staff representative from the School of Graduate Studies.**"

Senator Deane continued his introduction by reporting that three other issues surfaced during the review: interdisciplinary graduate programs and where they should reside, the administrative location of the School of Urban and Regional Planning and the School of Policy Studies, and the

status of post-doctoral fellows. SCAD is recommending that all three of these issues be attended to separately by the Vice-Principal (Academic).

During the question and answer period the following highlights were recorded:

- The proposed structure of the faculty-based Graduate Councils has remained flexible so that individual faculties can create Councils that meet their own unique needs. Once the basic configuration is met then faculties can adapt the composition of the Councils to local conditions. It is hoped that the new faculty-based Graduate Councils will continue to provide support and build the sense of community that was a hallmark of the divisional structure;
- Consideration has been given to establishing two faculty-based Graduate Councils for Arts and Science since it is the largest and most diverse Faculty on campus. The final decision on this issue has been left with the Faculty in consultation with the School of Graduate Studies;
- The current divisional structure facilitates multiple faculties within divisions which promotes cross-fertilization and interdisciplinary research. However, the one major drawback with the current structure is that the faculty deans were often left out of conversations regarding new and/or revised programs. In the proposed new structure, the faculty deans will be able to take full responsibility and authority for budgetary, curriculum and other decisions;
- SCAD has recommended that the Vice-Principal (Academic) take full responsibility for future interdisciplinary graduate programs. For those interdisciplinary programs already in existence, the Associate Vice-Principal and Dean of Graduate Studies will continue to be responsible until an university-wide solution has been arrived at;
- Under the proposed new structure, graduate programs that extend beyond one faculty will have representation/standing at the appropriate faculty councils. For example, Neuroscience will have standing at both the Health Science Council and the Arts and Science Council.

## 2. Operations Review (Appendix E, page 34)

### a) Amendments to the Senate Rules of Procedures

**Moved by Senator Stairs**

**seconded by Senator Woodhouse**

**that Senate approved the proposed amendments to the *Senate Rules of Procedures*.**

**Carried 09-15**

Senator Stairs, Chair, Senate Operations Review Committee (SORC), noted that a notice of motion had been given at the January 29, 2009 Senate meeting for the proposed changes to the *Senate Rules of Procedures*. The proposed amendments explicate more fully how Senate would proceed with electronic voting, nominations for the floor of Senate and forming a committee of the whole. There were no questions or comments.

### b) Recommendation to establish a Principal's Ad Hoc Committee to draft a "Safe Disclosure Policy"

**Moved by Senator Stairs**

**seconded by Senator J. Welsh**

**that Senate approved the recommendation to establish a Principal's Ad Hoc Committee to draft a "Safe Disclosure Policy" as outlined in Appendix A.**

**Carried 09-16**

Senator Stairs reported that SORC had thoroughly examined the issue of drafting a "Safe Disclosure Policy" which included a review of similar policies at other Canadian universities. SORC's recommendations are that the committee to draft such a policy be broad based, under the authority of the Principal and that the policy be a "safe disclosure" as opposed to "whistleblower" policy. There were no questions or comments.

## 3. Residence (Appendix F, page 43)

### a) Annual Report, May 2007-August 2008

Queen's University at Kingston

Senator Remenda, Chair of the Senate Residence Committee, drew Senate's attention to the annual report and highlighted the work of the various subcommittees and ad hoc committees. In response to a question from Senator Koichopolos regarding the new organizational structure of Residences, Senator Laker, Associate Vice-Principal and Dean of Student Affairs, stated that there will be clarification of language around the name of the third pillar "Intergroup Programs and Community Development" which will continue with its broad mandate regardless of the cancellation of the "Intergroup Dialogue Program" which was only a small project within a much larger program. Senator Laker expressed his regret about the negative attention the Intergroup Dialogue Program brought to the University. It was noted that the new structure of Residence had been introduced in a budget neutral fashion. There were no further questions or comments.

**4. Scholarships and Student Aid (Appendix G, page 46)**

**c) New, Revised and Discontinued Awards February 2008-January 2009**

Senator Archibald, Chair of the Senate Committee on Scholarships and Student Aid, drew attention to the annual report on new, revised and discontinued awards. It was noted that the Report represented \$3.5M in student assistance including 53 new awards, 25 revised awards and 9 awards that were discontinued due to lack of funds. There were no questions or comments.

**IV REPORTS OF FACULTIES AND AFFILIATED COLLEGES**

None Received

**V MOTIONS**

**1. From the Senate Educational Equity Committee regarding support for the naming of the Policy Studies Building in honour of Robert Sutherland**

As agreed upon under the adoption of the Agenda, this item was withdrawn.

**VI COMMUNICATIONS**

None Received

**VII MATTERS REFERRED TO STANDING COMMITTEE**

Principal Williams drew attention to the following Matters Referred:

1. Proposal to establish a Certificate Program in Geographic Information Science [Referred to the Senate Committee on Academic Development (SCAD) and the Senate Budget Review Committee (SBRC)]
2. Proposed name change for the Department of Anesthesiology [Referred to the Senate Committee on Academic Development (SCAD)]

**VIII OTHER BUSINESS**

None Received

**IX CLOSED SESSION**

Not Required

There being no further business, the meeting adjourned at 4:43 p.m.