



# Minutes

## MEETING OF THE SENATE

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

**Present:** Principal Woolf in the Chair **Senators:** Bae, Benn, Bevan, Blennerhassett, Boag, Bu, Ceci, Chaudhry, Christie, Colgan, Cordy, Culham, Deakin, Diederichs, Dimitrov, Dixon, Fulford, Goodspeed, LaFleche, Laker, Leichner, Lin, MacLean, McCormack, Medves, Minnes, Murphy, Newcomb, Notash, Oosthuizen, Pardy, Roberge, Rouget, Rowe, Ryan, Salvatore, Salzmann, Santeramo, Scott, Stairs, Stevens, Stewart, Tam, P. Welsh, Wiener, Wiens, G. Moore (Secretary), C. Russell (Associate).

**Also Present:** Baines, Brady, Bujara, Carson, Conway, C. Coupland, R. Coupland, Eubank, Girgrah, Husain, Jackson, Lessard, Nocilla, O'Brien, Rigden, Smith, Sumbler, Watkin

### I OPENING SESSION

The Chair welcomed new Nursing student Senator K. Eubank, who begins her term in January. He thanked outgoing senator E. Leichner for his contribution. (Applause)

#### 1. Adoption of Agenda

**Moved by Senator LaFleche, seconded by Senator Oosthuizen, that the agenda be adopted as circulated.**

**Carried 09-79**

#### 2. Adoption of the Minutes of the Meeting of 22 October 2009 (Appendix A, page 1)

**Moved by Senator Wiener, seconded by Senator Leichner, that the Minutes of October 22, 2009 be adopted as circulated.**

**Carried 09-80**

#### 3. Business Arising from the Minutes (Appendix B, page 11)

**Oral response from Vice-Principal (Research) K. Rowe regarding equity provisions for Tier 2 Canada Research Chairs at Queen's University.**

Vice-Principal (Research) Rowe commented that research excellence is of prime importance in selecting internal candidates, as it is with all other CRC appointments. Candidates will require the appropriate track record with the relevant granting council. Consideration will also be given to integration with the Queen's strategic research plan and potential to grow the relevant research cluster. Candidates will be invited to submit employment equity census forms. All nominations will be vetted by a duly constituted appointments committee, all of which have equity representation and should consider equity in the normal manner for appointments. Candidates recommended by appointments committees will be considered by the dean, who will also consider equity in making recommendations to the Queen's CRC executive committee.

#### 4. Chair's Report

##### Appointments

Principal Woolf announced the appointments of new vice-principals: Caroline Davis, Vice-Principal (Finance and Administration), whose term begins in January, and Interim Vice-Principal (Academic) R. Silverman who will succeed P. Deane on May 1. He thanked interim Vice-Principal (Operations

and Finance) B. Bryck for his exceptional contribution over the past year to his alma mater. He congratulated S. W. Elliott on his appointment as Dean of the Faculty of Education and thanked R. Bruno-Jofré for her incredible job over her term as Dean of Education for the past 10 years.

### **Teaching and learning**

Principal Woolf reported that he has enjoyed meeting the students in classes he is teaching in the Department of History. Recently, he led a discussion at a Brown Bag Lunch session on the relationship between teaching and learning, presented by the Centre for Teaching and Learning. He has also attended various faculty board meetings, most recently the Faculty of Education and the Faculty of Arts and Science.

### **External relations**

Principal Woolf met many of his fellow executive heads and was appointed to the standing advisory committee on international relations at a recent meeting of the Association of Universities and Colleges of Canada (AUCC).

After the Board of Trustees meeting December, 4-5, he leaves on a week-long mission to India with Ontario Premier Dalton McGuinty, University of Toronto President David Naylor and several Ontario business leaders. He looked forward to the opportunity to promote the University's international agenda and Queen's as a centre for green energy, sustainability and other initiatives.

While Principal Woolf was unable to attend the G13 meetings that followed the AUCC meetings due to a conflict with Queen's Convocation, he appeared on "The Agenda with Steve Paikin" on TVO to discuss issues of research funding with other university presidents.

At the Ontario Economic Summit (November 2-4), he met with government officials and public servants. He was impressed by a presentation by the CEO of Cirque de Soleil on creativity and teamwork, which caused him to wonder what it would be like if we at Queen's could be that nimble and that much of a risk-taker.

### **Advancement**

Principal Woolf traveled to Western Canada, Ottawa, Toronto, Montreal and New York to meet with donors, alumni and members of University Council. He thanked the Rector, AMS President, student trustees and other students who accompanied him to some of these events.

### **Council of Ontario Universities (COU)**

Principal Woolf reported that the Council of Ontario Universities (COU) is considering several external relations issues, including ways to influence the government framework on post-secondary education funding and discussion of pension issues.

On behalf of Principal Woolf, Vice-Principal P. Deane signed the Council of Ontario Universities (COU) climate change agreement November 26 at the annual University Day at Queen's Park. Signed by all Ontario University Executive Heads, the document is titled Ontario Universities: Committed to a Greener World.

The pledge, to the Minister of Training, Colleges, and Universities, and the Minister of the Environment, acknowledges that universities have a responsibility to "assist in finding solutions to the challenges of environmental sustainability; to share knowledge about sustainability and climate change; and to incorporate, wherever possible, principles of sustainability into our own operations." The full pledge can be viewed via a link on the Queen's news centre website at [www.queensu.ca/newscentre](http://www.queensu.ca/newscentre).

Queen's can provide an example of the action required to tackle these issue. At the Principal's request, the VP (AC) and VP (OF) vice-principals Deane and Bryck have established an advisory committee of some of Queen's top academics in environmental and sustainability research. They will work with the Queen's Sustainability Office to develop an aggressive Queen's position, to be released to the community for comment. The University needs to make a strong commitment to reduce greenhouse gas emissions and the Principal has sought advice on signing a climate commitment statement that will

provide the framework to seriously examine how we can reduce our CO2 levels. He encourages the community to join in the dialogue.

## 5. Other Reports

- a) **Research Report (Appendix B, page 10)**  
There were no questions or comments.
- b) **Council of Ontario Universities (COU) Meeting of October 16, 2009** (Appendix C, page 14)  
The Chair thanked Senator Oosthuizen for his participation as Academic Colleague for his informative reports to the Senate. A brief orientation for Senate about COU would take place in the New Year. There were no questions or comments.
- c) **November 2009 Enrolment Report** (Appendix D, page 30)  
There were no questions or comments.
- d) **Associate VP and Dean of Student Affairs – Annual Report 08-09** (Appendix E, page 45)  
There were no questions or comments.
- e) **Campus Planning and Development Committee Report to Senate** (Appendix F, page 53)  
There were no questions or comments about the content of the report.

### Other questions:

1. In response to Senator Stevens on how the university plans funding for pending construction projects, the Chair replied that the CPDC does not make decisions on the funding, but rather on the choice of architect, style of building, etc. He said that position expressed by former principal, Tom Williams, remains in force: In order for a project to proceed to the building stage, the University must have the funds required. The Chair applauded Vice-Principal (Operations and Finance) Bryck's creation of a business case document, to manage the approval of new capital projects (approved by the Board of Trustees on October 2, 2009).

2. In response to Senator Wiener about a potential donation to the School of Medicine building project being contingent upon the outcome of events on the "non-" Homecoming weekend (September 24-26), the Chair suggested that he ask the Dean of the Faculty of Health Sciences. The Chair said he was comfortable with the status of the campaign in terms of its fundraising goal.

- f) **Teaching Awards 2008-2009** (Appendix G, page 62)  
There were no questions or comments.
- g) **International Tuition Fees** (Appendix H, page 70) [For information]  
For approval by the Board of Trustees on December 4, 2009.  
Senator M. Ceci said he appreciated the rationale for the zero-per-cent increases to masters and doctoral international tuition fees, but asked why the fees are not pegged to inflation. The Dean of Graduate Studies J. Deakin replied that increases were not contemplated in this round. Fees are part of the cost burden. Graduate students are given a minimum guarantee of funding, \$18,000 in the case of PhDs, but funding rates vary from department to department. The Dean noted that the fees had increased in the last two years, and fall in the mid-range compared to those at Queen's sister institutions. Further increases were not contemplated because this shifts the burden to departments, supervisors and central university funding.

In response to a question from Senator Ceci on when domestic fees for 2010-11 might be approved, University Registrar J-A Brady said that the provincial government has not yet advised universities of the tuition framework post 2009-10, but that she was hoping for March.

## II QUESTION PERIOD (Appendix I, page 74)

Queen's University at Kingston

**1. Written response from C. Conway, Director of Institutional Research and Planning, to question about Teaching Assistantships**

Senator A. Stevens thanked Mr. Conway for the detailed information but felt that it did not address his question about the number of T.A.-ships and T.A. hours. Because he signed an online Human Resources contract, he questioned why the student record system had any bearing on determining the number of teaching assistants. Mr. Conway replied that the data on TA contracts represent commitments and not actual expenditures. The data provided was interim and mostly related to the spring-summer session, and that it was impossible to distinguish between commitments and expenditures until budget year-end.

Mr. Conway confirmed that there was no central database which could give the total number of signed TA contracts. The data Mr. Conway provided is interim and represents commitments on actual expenditures. Mr. Conway said that his office is now working on the 08-09 totals and that it is too early to give the numbers that Senator Stevens was looking for. The Chair advised that these questions were more appropriately addressed to Mr. Conway outside of Senate and requested that Senator Stevens follow up directly with Mr. Conway.

**2. Response to question about the Diversity Advisor**

The Chair read an excerpt from a memo to senators distributed at the meeting from Vice-Principal (Academic) Deane (attached to the minutes) responding to the question **“Does the Vice-Principal (Academic) plan to replace the Diversity Advisor in his office, and if not, why?”** Vice-Principal Deane was in Toronto representing Queen’s at University Day.

After discussions with Principal Woolf, Vice-Principal Deane has decided that the Diversity Advisor position will remain unfilled for now, allowing his office to devote resources to fully assess the progress so far, and to cement progress toward several clearly defined objectives. Dr. Deane has appointed Dr. A. Husain, associate professor in the Department of History and chair of the Senate Educational Equity Committee (SEEC) to take on a new position as Director of Educational Equity and Diversity Projects. His role will not be to respond to the day-to-day needs of the community, but rather to assess the diversity reports tabled at Queen’s over the last two decades, the current status of their recommendations. He will then identify priorities for action and recommend timelines for implementation.

The Chair endorsed Vice-Principal Deane’s strategy and thanked Dr. Husain for taking on this important responsibility. The Chair noted that Dr. Husain will be forming a small team to help him and that the process will involve a high level of transparency and communications.

Dr. Husain thanked Principal Woolf for his support. He said he was heartened that VP Deane chose to shift limited resources to support implementation of the recommendations in reports stretching back to 1991. Dr. Husain said this is an opportunity to achieve some long-standing and very necessary objectives. It requires the cooperation of the university community at large. Incorporating diversity and improving employee equity is crucial in order for university community members to better perform their work, and to achieve their full potential.

**3. Question submitted by Senator Christie**

**Does Principal Woolf know what departments are being told by their deans about academic planning taking precedence over financial planning?**

The Chair will provide a written response at the next meeting.

**4. Question submitted by Senator Stevens**

**How does the University propose to effectively manage a growing graduate student population and new graduate programs if staff positions are being reduced, eliminated, and/or changed from continuing to term appointments?**

The Dean of the School of Graduate Studies will provide a response at the next meeting.

### III REPORTS OF COMMITTEES

1. **Academic Development** (Appendix J, page 77)
  - a) **Women's Studies Departmental Name Change**  
Moved by Senator Oosthuizen seconded by Senator Laker  
That Senate approves the name change of the Department of Women's Studies to the Department of Gender Studies, effective January 1, 2010, and to inform the Board of Trustees of this change.  

Carried 09-81
  
2. **Academic Procedures** (Appendix K, page 80)
  - a) **Degrees, Diplomas and Certificates 2009 Convocations**  
Moved by Senator Welsh, seconded by Senator Oosthuizen  
that copies of the Official Convocation Program be included in the Senate Minutes as the official record of those receiving degrees, diplomas and certificates at the 2009 Spring and Fall Convocations.  

Carried 09-82
  
3. **Educational Equity** (Appendix L, page 81)  
**Revised Policy**  
Moved by Senator Notash, seconded by Senator Wiener  
that the Senate approve the attached Queen's University Educational Equity Policy to replace the existing Educational Equity Policy Statement approved by Senate on April 19, 2001, effective immediately.  

Carried 09-83
  
4. **Nominating** (Appendix M, page 91)
  - a) **Elections**  
Moved by Senator Oosthuizen, seconded by Senator Dixon that the Senate approve the election to committees of persons as outlined on page 91.  

Carried 09-84
  
5. **Operations Review** (Appendix N, page 92)
  - a) **Composition of the Senate – Referral back to committee**  
Moved by Senator Oosthuizen, seconded by Senator Ceci  
that Senate formally refer the matter of the composition of the Senate back to SORC for further consideration and for them to report back to Senate.  

Carried 09-85
  
  - b) **Proposal for a University Planning Committee**  
Moved by Senator LaFleche, seconded by Senator Bae,  
That the proposal for a University Planning Committee be considered in an informal session chaired by Senator Oosthuizen.  

Carried 09-86

Principal Woolf introduced the proposal, including rationale, process and timeline for establishing a University Planning Committee (UPC). The proposal had been referred to the Senate Operations Review Committee (SORC), which considered it at a meeting on November 11, 2009. The format for the informal session discussion is outlined in Appendix N, page 93.

The Principal noted that, in light of recent events, he felt more strongly now that a committee of this sort is merited. It is the “missing bridge” between the University’s two cameras – the Senate and the Board of Trustees.

He clarified that the University plan referred to in the proposal is the new Academic Plan to be discussed over the next year, and not a reference to “Engaging the World,” already a Senate- and Board-approved strategic document. The Principal said he will clarify the relationship between the two documents in the coming weeks.

Among other things, “Engaging the World” is a fixed document that has no provision in it for annual review. The academic plan, and others that may emanate from it – for example, capital, research and advancement plans – are intended to be living documents, under periodic evaluation with measures and milestones. They will be expected to take into consideration new circumstances through an annual review process, including the measurement of progress toward goals.

### **Representation and relationship between Board of Trustees and Senate**

The Principal said that while the committee should be broadly representative of the two chambers, there is merit in keeping the numbers relatively small. While he does not see the committee as being proportionately representative, members would come from all key constituencies – students, faculty, staff and trustees. They would serve the whole university and not their particular constituency. Committee decisions would be made by a majority of members.

Senator Laker endorsed the proposal, saying that it reminded him of conference committees between the U.S. House of Representatives and Senate. The UPC will provide a transparent, minuted and deliberative account of governance responsibilities. To avoid governance complexities, he suggested that instead of “approve,” the terms “review and recommend” be considered as more appropriate.

Senator Bae asked about protocols in case of disagreement between the Senate and the Board of Trustees on a joint project or plan. The Principal replied that the UPC, as the point of contact, provides the mechanism to resolve potential disagreements. Clear lines exist between the academic responsibilities of Senate and the fiduciary responsibilities of the Board. A continuing problem is that Senate reaches decisions unaware of the financial consequences and the Board takes action unaware of academic consequences. Because the UPC will have representation from both bodies, integrated planning will be easier to attain.

Senator Cordy commented that Senate representatives on the proposed committee were ex-officio members rather than elected senators. The Principal replied that he was “agnostic” on this, but agreed that the role of senators should be more explicit. He would look to SORC to make a recommendation.

Senator Stairs (chair of SORC) said that SORC had already noted this concern (see question 3) and that she expected that a recommendation would come back to Senate.

In a response to Senator Ceci, the Principal said that he was flexible on how elected members are selected. The Principal noted that the Rector is a student elected by the whole student body. He was also flexible on the other two student positions. These could be the graduate and undergraduate trustees, or the AMS and SGPS presidents. However, increasing the overall number of members could be problematic.

Senator Oosthuizen commented that senators could be selected through the Senate Nominating Committee.

In a response to Senator Christie about increasing the number of observers, the Principal deferred to SORC to take that into consideration in its review of the document.

In response to a question from Senator Oosthuizen, the Principal replied that he envisioned that the Senate Budget Review Committee (SBRC) would not continue. It would be replaced by the UPC Budget Sub-committee, which would have significant authority in advising on budget.

Senator Medves (past chair of the SBRC) said she supported the proposal, referring to the limitation of the Senate mandate on budget matters that SBRC had expressed in its annual report for 2008/2009.

Senator Boag (current member of SBRC) supported the proposal. He observed, from his previous experience on Senate in the early 1990s, that a considerable gulf still appears to exist between trustees and senators, despite joint retreats that have brought them together on various occasions.

The Principal commented that just as there is a line between the mandate of the Senate and the mandate of the Board of Trustees, there is also a line between the responsibilities of management and the responsibilities of the Board. The goal is to integrate planning while respecting the governance structures and the management responsibilities.

Senator Dixon asked about the role of the University Council. The Principal replied that, while the Council is part of a broader discussion of governance matters, its structure and role is distinct from the respective responsibilities of the Senate and the Board of Trustees.

In response to a suggestion from Senator Salzmann about equity considerations being represented through the Senate Educational Equity Committee (SEEC) in forming the UPC membership, the Principal replied that this was a legitimate question for SORC to consider. However, representation from every Senate committee would rapidly increase the size of the UPC.

### **Timeline**

The Principal anticipated the following:

- December 5, 2009 – Board of Trustees discussion
- January/February, 2010 – SORC report and recommendation to Senate
- March 2010 – Consideration for approval by the Board of Trustees
- July 2010 – UPC to become active and meet monthly.

The informal session concluded.

The Principal thanked senators for their useful comments, which will accompany the University Planning Committee Proposal for trustees' consideration at their meeting on Saturday, Dec. 5, 2009.

**Moved by Senator LaFleche, seconded by Senator Welsh  
That the informal session now rise.**

**Carried 09-87**

*Senate resumed its regular business*

### **3. Orientation Activities Review Board (Appendix O, page 97)**

#### **a) Orientation Report 2009**

SOARB Co-Chair J. Mantle commented on another successful Orientation, seminal to the undergraduate experience at Queen's. Students remember it, whether it was four or 40 years ago. The amount of work that goes into the week by students, staff and faculty is amazing and he encouraged their continuing support.

In response to a question from Senator Wiener, Mr. Mantle replied that SOARB was not consulted about the suspension of the CompSci Orientation program by the Faculty of Arts and Science Faculty Board.

Senator Cordy noted that one of the highlights listed in the report was the CompSci faculty-student High Table Dinner. He found it even more surprising now that there is a question of the CompSci orientation continuing. SOARB Co-Chair C. Coupland replied that the comment about the success of the CompSci Orientation program reflects the goals of welcoming the students to campus.

However, the probation that the Arts and Science Faculty Board placed on the program relates to a failure to meet faculty-specific deadlines that are integral for Arts and Science to effectively plan its orientation program, so the two points are separate.

The Chair thanked Mr. Mantle and Mr. Coupland and also SOARB for its important work.

#### **IV REPORTS OF FACULTIES AND AFFILIATED COLLEGES** (Appendix P, page 103)

##### **1. Orientation Reports - Education, Law, Medicine and the School of Graduate Studies and Research**

There were no questions or comments.

#### **V MOTIONS**

None Received

#### **VI COMMUNICATIONS** (Appendix Q, page 109)

##### **1. From School of Graduate Studies and Research regarding Master of Engineering Program**

There were no questions.

#### **VII MATTERS REFERRED TO STANDING COMMITTEES** (Appendix R, page 110)

##### **1. Review of the AMS "Operations Report: Judicial Affairs Office [referred to Senate Committee on Non-Academic Discipline (SONAD)]**

##### **2. Proposed Changes to Terms of Reference of Senate Committee on Academic Procedures (SCAP) [Referred to Senate Operations Review Committee (SORC) and Senate Committee on Non-Academic Discipline (SONAD)]**

#### **VIII OTHER BUSINESS**

None Received

#### **IX CLOSED SESSION**

Not Required

There being no further business, the meeting adjourned at 4:52 pm.  
Queen's University at Kingston



*Response read by Principal Woolf, November 26, 2009*

On behalf of Vice-Principal (Academic) Patrick Deane, who is away in Toronto on University business, I would like to read a response he has prepared to the question **“Does the Vice-Principal (Academic) plan to replace the Diversity Advisor in his office, and if not, why?”**

Dr. Deane writes:

Dr. Barrington Walker concluded his term as Diversity Advisor to the Vice-Principal (Academic) at the end of June 2009. The first person to be appointed to that role at Queen’s, Dr. Walker sought to raise and to refine campus-wide awareness of diversity, inclusiveness, and related issues. He was charged with advancing the quality of our engagement with the subject—in both academic and administrative contexts—but he was also called upon as a resource during periods of heated contention over allegations of racism, and in response to troubling acts directed against members of visible minorities within the university and wider communities. I am very grateful to Dr. Walker for the care and conscientiousness with which he took on this role.

At the conclusion of Dr. Walker’s term I felt it was important to pause and reflect on the needs of the institution in this area, and to reconsider the part which must be played by central administration in fostering an even more inclusive climate at Queen’s. It is obvious that while the administration must show bold leadership in this regard, all members of the university ultimately share in responsibility for the inclusiveness of our community; for that reason it has at times been unclear whether to appoint another Diversity Advisor to the Vice-Principal (Academic) remains the best way to invest limited resources.

In preparing to report to Senate on progress made to date on recommendations made in the PAC and Henry reports, I have concluded that a comprehensive, university-wide accounting of initiatives in this area is both more urgently needed and more difficult to accomplish than has hitherto appeared to be the case. For that reason, and after discussions with Principal Woolf, I have decided that the Diversity Advisor position will remain unfilled for now, allowing my office to devote its available resources to a full assessment of progress so far, and also to cementing our advance towards a number of clearly defined objectives. I accordingly invited Dr. Adnan Husain, Associate Professor in the Department of History and Chair of the Senate Educational Equity Committee, to take on a role in the Office of the Vice-Principal (Academic) that will oversee the establishment of clear goals for the university to fulfill within set benchmarks and timelines. I am very pleased to report that Dr. Husain has agreed to do this and will serve as Director of Educational Equity and Diversity Projects. In this capacity, Dr. Husain will not be responsible for responding to the day-to-day needs of the community, but will rather embark upon a complete assessment of the various diversity reports that have been tabled at Queen’s in the last two decades, and of the present status of recommendations made in those reports. In that context he will identify priorities for action and recommend timelines according to which they should be addressed. Let me be clear that Dr. Husain is not being asked to produce yet another report or series of recommendations, but is tasked with coming to the Queen’s community with a plan of action and mechanisms for achieving our priorities.

Senators will, I hope, have inferred from the foregoing that I do not yet feel able to produce a meaningful and properly comprehensive account of progress made since the Henry Report, as has been asked. I need Dr. Husain to do his work in order to fulfill your request in a thoughtful and effective way. Our institutional response to such reports has in the past been somewhat dilatory, it has to be conceded, but if we are to do a better job at setting our objectives, measuring progress, and communicating with the Queen’s community, a proper stock-taking must be undertaken. I have asked

Dr. Husain to be as transparent as possible as he completes his work with the hope that this will prove to be an opportunity for us all to be engaged in this important task. I would also like to commit to reporting again to Senate on our progress with this new approach before I reach the end of my term.

I apologize that University business in Toronto today requires me to miss Senate, but I am pleased to note that Dr. Husain is in attendance and can address any questions you may have. I will also be more than happy to respond to emails or discuss these issues at an upcoming Senate meeting.

Patrick Deane  
Vice-Principal (Academic)

I strongly endorse the strategy outlined by Dr. Deane, and want to thank Dr. Husain for taking on this important responsibility. Dr. Husain will be putting together a small team to help him with this process and, as was described in Dr. Deane's letter, his work will include a high level of transparency and communication, of which I am sure this body will benefit.

Dr. Husain is here today, and will be speaking later in his capacity as SEEC Chair, but I would like to offer him a moment to comment on his new responsibilities.