A meeting of Faculty Board was held on Friday, March 25, 2022, at 3:30 p.m.

Meeting began at 3:30

Land Acknowledgement by Jonathan Rose.

In Memoriam

Dr. Colin Norman, Professor Emeritus, Department of English

I call the attention of Faculty Board to the death on February 23rd, 2022, of Professor Colin Norman, a scholar of Renaissance Drama and an influential and long-serving Undergraduate Chair of the Department of English at Queen’s University. Professor Norman was an avid sailor, a great reader of history, and an accomplished carpenter. He was born and received his early education in South Africa before pursuing doctoral studies in England then coming to Queen’s as an Assistant Professor in 1963. He is survived by his children Thomas, Richard, Christina, and Philip, his grandson Elliot, and his former spouse Mary Pearson.

Teaching and collegial service were enormously important to Professor Norman and were areas in which he boasted rare talents. Described by former Department Head Dr. George Logan as “a modest, unassuming font of shrewd and circumspect counsel,” Professor Norman undertook the role of Undergraduate Chair of English throughout much of the 1970s and again in the mid-1980s and is credited with codifying the job’s intimate demands: working out with precision what the Chair needs to know and do, and on what timetable. He assembled all such details and accompanying materials in a large three-ring binder designed to ease the experiences of all Undergraduate Chairs to come after, one of whom referred to this resource as “the infallible Bible of the tribe of undergraduate chairpeople.”

Though specializing in Renaissance drama, Professor Norman regularly taught the Department’s full-year historical survey course, English 110, which was required of all concentrators at the time and indeed of anyone who wanted to take other English courses. Troubled by what he discovered there about undergraduate students’ writing, he produced in 1976 one of his most consequential works: The Queen’s English: Standards of Literacy among Undergraduates in the Faculty of Arts and Science at Queen’s University. The book made a splash, nationally, sparking public cries of dismay regarding the state of literacy among university students as well as expostulations for change.

Professor Norman followed this success with a small volume designed to intervene in the very concerns that The Queen’s English had identified. This follow-up book, Writing Essays: A Short Guide, aimed at undergraduate students, totalled a mere 32 pages in length since Professor Norman knew that very few students would read a book about writing that was any longer. The popular volume was an expression of Professor Norman’s dedication to student improvement and success. Professor Norman was, as such, very much ahead of his time in terms of the public-facing nature of much of his scholarship and the focus of his research on teaching and learning. Writing Essays: A Short Guide was an enormous success and was reprinted in second and third editions, most recently in 2018. As its abstract on Amazon lauds, “This classic and beloved short guide to writing essays has sold more than 50,000 copies at universities in the
United States, Canada, and Australia.” I recall when I joined the Department of English in 2008, this work was recommended as a teaching tool with the highest praise by multiple of my new colleagues.

A polymath with diverse interests, Professor Norman also published literary scholarship including a memorable article in *English Studies in Canada* entitled “Prufrock, Freud, and the Late Colonel’s Daughters: New Light on the Genesis of a Mansfield Story.” In his early years, he also contributed to a poetry volume entitled *Predictable Conditions*. After retirement Professor Norman taught courses in literature and film at the Seniors Centre in Kingston, and generally thrived. He lived independently until his last few weeks and passed away peacefully with his sons at his side.

Submitted by Sam McKeegney, Head

On behalf of the Department of English and with gratitude to Professors Emeriti George Logan and Catherine Harland for their insights and memories.

“I would like to move that this tribute be lodged in the Minutes of Faculty Board and that a copy be sent to Dr. Norman’s family.”

**Consent Agenda**

1. Adoption of the Agenda
2. Approval of the Minutes

   Moved: Member Straker  
   Seconded: Member Beauchemin  
   Motion carried

3. **Arts and Science Undergraduate Society Report: Alyth Roos**

   - Introduced new ASUS executive
   - Hiring: Our new council has since been hired
     - Still hiring over 100 roles
     - Recruiting the team for the coming years
   - Returning a lot of programming and events that have been incredibly missed
   - COVID increase, appreciate understanding.
   - Silent Auction: $1,340 for SACK
   - Supper Series
   - Services:
     - Formal planning (first formal since 2019)
     - Hot meal service
   - Financials:
     - ASURF: granting 70,000 this year
     - Financial Assistance
     - Awards: teaching and community engagement
   - Academics:
     - Get in touch with your new DSC presidents – will be training this weekend
     - ASUS Review will be running its sessions early April
   - Equity: Ran the Queen’s Equity Conference
   - Life after ArtSci: Kianah Lecuyer – 1st time in person in 2 years
• Research:
  o ACEP: Gauging student interest
  o DSAR: releasing research on Queen’s perception and the experience of international students
  o Wendy Craig: Thought Exchange Report to be released in April
• Camps:
  o Opening in the coming weeks
  o Feel free to sign up and register your students
• Orientation:
• End of the year events:
  o Portia Chapman event: highlighting Indigenous artwork
  o End of the year supports: Sustainability
    ▪ Highlighting the end of the wild year

Q: Member Beauchemin: The executive has been elected but there are some positions where no one has applied. Is this something widespread? What happens in those cases?

A: Alyth Roos: We have seen this in some cases. It has a lot to do with the zoom context. Many students are either sick or overwhelmed at the moment. It may transfer over to the new year, or it will be acquired during the summer.

4. Reports:

  1. Dean’s Report: Member Crow

    • Wished everyone good luck at the end of term
    • Thanked Alyth and Brandon for being excellent student leaders during COVID
    • Looking forward to working with the next ASUS leadership, but recognizes the outstanding work of the outgoing team
    • Thanked everyone for their hard work during the past two years in COVID and other national and international crises.
    • Thanked those who served on the re-appointment committee and other participants: she learned a lot for the process and the support for the strategic plan which she is looking forward to continuing to implement
    • Some personal reflections on how COVID has brought people together, but also how it has torn them apart. She referred to the recent suicide of a member of her family with a young child.
    • Stresses the need to be intentional about the post-COVID recovery with respect to the impact this has had on us
    • The last five years have been filled with significant accomplishments
      o Resulted in a more student-oriented operation
      o Looking forward to the full implementation of PATH
      o Staff has been fully integrated into strategic planning
      o Support for plans around new programming such as Indigenous Studies and Black Studies
70% of new hires have been equity deserving groups which matches the Canadian population and our student population

- Need to strengthen our global reach
- Queen's currently has the most diverse senior academic leadership in its history
- Queen's global summer to engage more overtly with the global

- The next three years will allow us to finish strategic plan
- Recently had 8 applications for the position of Associate Dean Research, which is a sign of how healthy the senior leadership team is
- Will retire at the end of the 3-year period after completing strategic plan

Q: Member Beauchemin: There is a deficit of over $3,000,000 in Arts and Science because of the decrease in international enrolment. Arts and Science helped other faculties when they had financial difficulties. Will other faculties return the favour?

A: Dean Crow: Yes, we have been working around a different kind of strategy for international recruitment. The provost has entered into a budget review right now so that we can look for ways to attend to these shifts and the impact they have on our communities. She has made sure that none of the units in ArtSci have been affected by going into our carry forward to ensure the budgets of all the departments remain. We have just learned that the province has frozen tuition again, so we have not had a tuition increase in over six years (a loss of almost $40,000,000 of revenue). We also have desperate need of infrastructure in terms of physical needs. I had put aside $21,000,000 which is now all going into operations. We are in the process of working with advancement and the principal’s office about how to attend to the infrastructure that we need.

2. Associate Dean’s Report on Teaching and Learning: Member Nelson

- Support system for Academic Accommodations (VENTUS))
  - Integrated system from student intake to exams to dramatically reduce the number of e-mails back and forth
  - Purchased from University of Ottawa but has been heavily modified
  - Was purchased two years ago but was delayed for a year by the pandemic
  - Accommodations differ widely among faculties on campus
  - Training material is being developed by CTE
  - Advocating for “just-in-time” service
  - Roll out in May 2022 with full features by August 2022

Q: Member Morelli: This will help with tracking but is still no support to actually implement the accommodations. What I am worried about is that I now have another thing to interface with, but the thing we need the support for is not being brought in. At the same time, students may have an accommodation which is entirely inappropriate for some courses. QUSAS has been intransigent in working with faculty members individually to come up with alternatives to the standard default accommodations. When can we expect real support?

A: Member Nelson: The exams office in the last several years has been picking up more and more of the accommodations support which we expect to see increase. It is true people will have to learn yet another piece of software and there is no way around that. But for courses that are mid-size to large, it will definitely be worth it and save time for the instructors. Not necessarily for smaller classes.
A: Member Stephenson: We use the Ontario Rights code

- Legal duty to accommodate students experiencing disabilities
- But it is still essential for the student to fulfill the essential requirements of a course
- It is incumbent upon the faculty to be clear in the syllabus what these essential requirements are. What is the minimal level of achievement?
- Sometimes there is a gap where the accommodations that have been granted are not sufficient to meet the essential requirements of the course. This requires negotiation. If it is still not sufficient, the student may need to drop the course
- Offers herself as a resource in those cases.

3. Associate Dean Academic Report: Member Stephenson.

- Students are experiencing higher levels of illness and absence.
  - Students should access portal for academic consideration
  - Instructors are encouraged to be compassionate and flexible
  - We are expecting a higher need for deferred exams, so please write a version A and B in case. Deferred exams will be held between 12 and 15 of May
- PATH is the third phase of Digital Calendar Project will roll out next year. Phase 2 is almost done and will be ready for the fall.

Q: Member Day from Chat: Is there any coordination with FEAS on the deferred exam period timing? It seems they are not keen on having it in May and we have many courses that are listed as both FAS and FEAS.

A: Member Stephenson: We are not used to the idea of deferred exams yet, so Bill Nelson and I are working with the other faculties, but we are not yet coordinated.

A: Member Nelson: FEAS is leaning toward the end of August.

4. Associate dean (Graduate) Report. Member Regan

- We are having meetings with graduate students and are following those up with a survey
- One thing that is showing up in the interviews is the issue of professional development and an interest in having seminars and visiting speakers that are not academics, they want to hear the other side.

5. Report of the Nominating Committee – Appendix A – for approval (Member Beauchemin)

Moved: Member Beauchemin
Seconded: Member Morelli Motion carried.


J. Stephenson moved that the Executive Curriculum Committee –Minor Report #1 be approved.
Moved: J. Stephenson
Seconded: M. Chen Motion carried.

7. Curriculum Committee Omnibus Report Part V – Appendix C – for approval. M. Chen will move “that the Omnibus Report Part III be approved”

Moved: Member Chen
Seconded: Member Lord Motion carried

Q: Member Beauchemin: With respect to BIOCHEM 102, will this replace CHEM 112 as a requirement for the Chemistry degree?

A: Member Winn: This is not a new course, but rather is new as a core course. It is not a replacement for any course. We are now making it part of the core. Not core exactly, it is an option between taking CHEM 102 or PATH 120, meant for the direct entry students to have an experience in first year.

8. Revisions to Faculty of Arts and Science Academic Calendar Appeal Regulations – Appendix D—for approval. J. Stephenson will move “that the 2022-2023 ASC Academic Sessional Dates be approved.”

Moved: Member Stephenson
Seconded: Member Beauchemin Motion carried

9. Closure of the Medieval Studies Program – Appendix E – for approval. B. Nelson will move “that the Nomenclature for Medial Plans be approved”

While interest is still strong, students are not enrolling in the plan. Enrolment was suspended in 2018 and there are no students currently in this plan.

Moved: Member Nelson
Seconded: Member Manley Motion carried

The closure reflects how challenging the program was. We created a webpage and it does remain a vibrant field of student at both undergraduate and graduate research.

10. BA General.Minor in Urban Studies – Appendix E – for approval. Stephenson will move “that the BA General/Minor in Urban Studies be approved”

Moved: J. Stephenson
Seconded: S. Lord Motion carried.

Member Tretz indicated that there have been many partners involved in this. It has been in the works for a number of years. It deals with urban issues and processes.

10. Communications – Appendix F – for discussion.

This is a precursor to Item 11.

11. Faculty of Arts and Science (FAS) – Academic Orientation Committee (OAC) Terms of Reference (TOR). J. Mennell with move “that the Faculty of Arts and Science (FAS) – Academic Orientation Committee (AOC) Terms of Reference (TOR) be amended”
J. Mennell changed the motion to read “that the Faculty of Arts and Science (FAS) – Academic Orientation Committee (AOC) Terms of Reference (TOR) be considered for amendment.

The change in the amendment is because there are no new terms of reference supplied. We want to consider amending the terms of reference for the Academic Orientation Committee. The bylaw requires this to go before Faculty Board. This is about approving the process for amending the TOR.

Q: Member Stephenson: What does this entail?

A: Chairman J. Rose: The Chair of the committee will consult with colleagues and have a meeting to discuss changing terms of reference for the committee.

Moved: J. Mennell
Seconded: Member Stephenson. Motion carried


Member Chowdhury shared a PowerPoint Presentation with Faculty Board about the discussion on Global Engagement at Queen’s and what FAS is doing. This is an opportunity to share.

- Presentation outlined the principles and the context of this initiative.
- How we interpret the recommendations and findings of the initiative.
  - Background and Context
  - Rationale
  - Discussion of Queen’s Global Summer Programme

Q: Member Lord: This is not in your domain, but I didn’t know where else to ask this. We just received a message from the Provost at the beginning of the meeting about the Ukraine and the issues those affected by the war are facing. We recently received a message from the Black Caucus on campus asking us to be mindful that those displaced and who are actually struggling to find safety are those who are multiply marginalized. Has there been any discussion or decision about addressing difficulties of marginalized people in Ukraine?

A: Member Chowdhury. The administration is aware of this, and we can reach out to let the administration know that we want them to take this into consideration. Your comments make me think how we can address some of these issues in the Global Summer course. I will reach out to you for further consultation.

A: Dean Crow: I and other membership of the leadership such as Wanda Causton raised the same issues are soon as the war broke out. There have been discussions about how to address the differential and unequal unfair impact. It’s certainly at the senior table.

Comment: Member Lord. If anyone wants to follow this, please see Vanessa Thompson’s twitter feed at: https://twitter.com/v_e_thompson?lang=en

13. Question Period: None

14. Other Business:

- Dean Crow reminds us about the Red Sky event on Monday (Physics)
• One of our grads, Omar El Akkad, presented as the Giller Prize winner
• Fiona Kay of Sociology who was awarded the Charles Bailies Teaching Award
• C. Pedri-Spade also won a teaching award

Meeting adjourned at 5:00 p.m.

J. Mennell, Secretary
Faculty Board

Jonathan Rose, Chair
Faculty Board