



## Minutes

### MEETING OF THE SENATE

A meeting of the Senate was held on Thursday, April 28, 2011 in Robert Sutherland Hall, Room 202 at 3:30 p.m.

**Present:** Principal Woolf in the Chair **Senators:** Abdollah, Bassar, Bevan, Blennerhassett, Bowers, Brien, Chaudhry, Christie, Colgan, Cordy, Crowell, Culham, De Souza, Detomasi, Dimitrov, Fachinger, Farewell, Fisher, Goodspeed, Jones, LaFleche, MacLean, McCormack, Moore, Morelli, Oosthuizen, Pierce, Remenda, Reznick, Ryan, Silverman, Stairs, C. Russell (Associate)

**Also Present:** J-A, Brady, S. Cole, R. Coupland, C. Davis, J. Holmes, H. Horton, A. Jansman, K. Julien-Michels, B. King, G. Lessard, H. Penning, E. Phillipotts, S. Pinchin, S. Rigden, E. Sadinsky, H. Smith, C. Sumbler, S. Tanner, P. Taylor, K. Wallace, P. Young

Senate observed a moment of silence in memory of third-year student Andrew Lloyd of Toronto, who died on March 30 and first-year student Kyle Kinsella of Kingston, who died on April 5.

The Principal thanked outgoing AMS President S. Chowdhury (in absentia) and her team for their contributions over the past year. He welcomed Senator D. Moore, who succeeded Senator I. Reeve on April 1. He congratulated new SGPS President J. Burford-Grinnell (in absentia), recipient of the 2011 Agnes Benidickson Tricolour Award.

The Principal announced with regret that this was Vice-Chair J. Stairs' last meeting as a Senate member. He noted her exemplary service: four terms on Senate beginning in 1994, Vice-Chair since 2004, current Chair of the Senate Operations Review Committee, and membership on several other Senate committees. Dr. Stairs joined the Queen's Theological College in 1991 and was appointed Principal in 2001. She was instrumental in the launch of the new School of Religion, amalgamating the QTC and the Department of Religious Studies last spring. She steps down as Principal on May 20 and will continue her research and academic work in other venues. On behalf of the Senate, the Principal wished her well in her future endeavours.

The Principal welcomed non-senator members of the Academic Planning Task Force, S. Tanner, C. Rudnicki and P. Taylor (Chair) and also new members of Senate who might be attending their first meeting. He noted that University Secretary G. Moore was in Saskatoon at a meeting of the Canadian University Boards Association (CUBA) and moderating a session on presidential searches and speaking on a panel about "Hot Topics in Governance."

## I OPENING SESSION

### 1. Adoption of Agenda

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

**Carried 11-32**

### 2. Adoption of the Minutes of the Meeting of 24 March 2011 (Appendix A, page 1)

**Moved by Senator Culham, seconded by Senator Chaudhry, that the minutes of March 24, 2011 be adopted as circulated.**

**Carried 11-33**

### **3. Business Arising from the Minutes**

In answer to a question from the March 24 meeting, Principal Woolf reported that the annual cost of the Welcoming Day ceremony are about \$10,000, with more than half consisting of IT support, rental and Conference Services fees.

### **4. Principal's Report**

#### Student deaths

Regretfully, the Principal announced the recent deaths of students Andrew Lloyd and Kyle Kinsella, noting that it had been a very difficult academic year, with five student deaths since last September. However, the community has shown its resilience in the face of tragedy with events such as the Queen's Loves U Day and the Stauffer Library Sing-Out. The Principal is committed to improve the University's mental-health strategies and resources. This commitment is shared with the Provost and the AVP and Dean of Student Affairs offices, which have been working hard on this matter. The entire post-secondary community is facing mounting issues related to stress, anxiety, depression and other issues all of which need to be talked about more openly. The Principal spoke on student mental health issues at a COU summit last fall and at a panel discussion at an Association of Universities and Colleges of Canada (AUCC) meeting in Victoria BC, scheduled before the two most recent tragedies.

#### Academic Planning

The academic planning process continues to move forward. The Principal thanked the Academic Planning Task Force for their diligent work so far and everyone who has participated in the consultative process. He looked forward to the discussion later in the meeting.

#### External Relations

The Principal has travelled extensively in recent weeks and announced he would be posting highlights of his schedule on his website at [www.queensu.ca/principal/profile/schedulehighlights.html](http://www.queensu.ca/principal/profile/schedulehighlights.html)

The recent AUCC Executive Heads meeting focused on the undergraduate and graduate teaching experience. The recent trip to India and next steps for Canadian universities were reviewed by the Chair of the AUCC Strategic Advisory Committee on International Relations.

#### Federal Election

The Principal has met individually with all four local candidates running in the May 2 federal election to discuss mutual issues. He noted the long lines at advance polls, the large student turnout and the well-attended debate organized by students.

#### Provincial Budget

The main focus in the recent provincial budget is on growth – 61,000 new spaces of which 41,000 are for universities. The University needs to be clear on its priorities: limited growth, capital constraints, maintaining quality (balanced academy) and enrollment planning.

#### Queen's Long Service Awards

The Principal and his wife, Julie Gordon-Woolf, attended the Long-Service Awards Dinner and gave out 130 awards to staff and faculty who have worked at the University for a minimum of 25 years. He congratulated former senator, J. Holmes, who marked his 40<sup>th</sup> year at Queen's.

### **5. Provost's Report**

Senator Silverman and Deputy Provost S. Cole had to leave the Senate meeting early to attend a meeting of McGill-Queen's University Press in Montreal. Senator Silverman noted he would provide his update on the Queen's University Planning Committee (III Reports of Committees 6 a) immediately after his report.

Senator Silverman invited AVP and Dean of Student Affairs J. Pierce to update Senate on Student Health and Wellness.

J. Pierce noted that students had been under extreme stress during the April exam period. The University added two professional counsellors to Health, Counselling and Disability Services during that period as well as three clinical psychology students. Two registered psychologists from the community also volunteered their services. The Vice-Provost also sent emails to instructors reminding them of accommodation possibilities without official notes. This was comforting to students. The University's mental health working group will renew its focus on several levels for September. The events over the past academic year show that students are unaware of existing university mental-health training programs. Student members on the working group were asked how to publicize these programs and it was determined that email does not work. A multi-front approach is required because no single way to reach students exists. J. Pierce said he is grateful to the recent community support for student mental health; however, a long-term sustainable solution is required. He is examining the Student Affairs budget to see if more funding can be directed to counselling services. Programs exist on mental health and suicide but require enhancement.

J. Pierce noted that student mental health is not just a Queen's issue. The Health and Wellness steering committee is looking at the U.S.-based Jed Foundation's protocol to see if it would work for Queen's.

The Provost thanked J. Pierce and his team for their extraordinary work.

#### University Budget

The Provost noted that the 2011-2012 University's operating budget would be presented for approval at the May 6 Board meeting. The budget deals with significant risks and some unknowns including:

- Pension plan solvency shortfall
- Provincial grant funding and tuition fee policy beyond 2012
- Deferred maintenance backlog
- Debt financing on capital expenditures.

The University needs to focus on cost-saving and revenue generation. This budget buys some time to explore some of the ideas that have been generated this year. The pension issue is the University's single-biggest risk. In their recent update to the community, the Provost and VP (Finance and Administration) C. Davis noted that the need for significant change to the Pension Plan should not be underestimated. The market recovery is welcome but not the solution to the pension shortfall, a problem common to most Ontario universities. Unions and other employee groups have been invited to continue discussions about the pension issue. He encouraged all parties to acknowledge the seriousness of the matter and work together for a solution.

#### Enrolment Planning

The Enrolment Planning Task Force has reviewed the issue of university growth and will be submitting its report and recommendations to the Principal shortly.

#### International News

An agreement signed in March with the Cultural Bureau of the Embassy of Saudi Arabia provides for the enrolment of fully funded undergraduate and graduate students. Queen's application was successful in the 2011-15 Students for Development Program. The program will fund 20 Queen's student internships with NGOs and community-based organizations in the Cape Town, South Africa region. Four University of Cape Town students will spend a term at Queen's.

#### Queen's University Planning Committee

In its first year of operation the QUPC met five times, with the fifth meeting dealing with the University budget. The meetings of the advisory committee have been informative and useful.

**6. Other Report requested by Senate**

**a) Council of Ontario Universities (COU) meeting of April 7/8 – Report by Senator Oosthuizen, Academic Colleague (Appendix B, page 11)**

Senator Oosthuizen highlighted a discussion paper on teaching stream faculty presented by the Academic Colleagues at the meeting, which took place at the University of Ottawa. The paper discusses teaching-only positions and how faculty members can move from research-oriented to teaching-oriented positions and vice versa. He noted that the Online Learning Institute originating with the Ontario government would not be a degree-granting institution and that membership is voluntary among universities. Instead of developing its own courses, the institute will publicize courses currently available through the universities. Extensive discussion took place at the meeting on mental health and addiction issues.

Senator Oosthuizen noted with pleasure that Principal Woolf has been elected as a member of the COU Executive Committee.

## **II QUESTION PERIOD**

Immediately after the Principal's Report, Senator Morelli thanked the Principal for the proactive response taken by the University to the student tragedies. He asked the following questions. The Principal requested that they be submitted in writing to the Senate Office and stated that written answers would be provided in the May 25 Senate agenda.

1. What steps are you taking to ensure that education is going to be a priority issue in the next provincial election?
2. Are there plans or efforts collectively on the parts of the Principals of Ontario's universities to ensure that education is a priority issue in the next provincial election?
3. Given that Queen's University is Ontario's best University, it is reasonable that Queen's University take a leadership role in pushing back against the rampant underfunding of education in Ontario, and also pushing back against the disturbing trend towards the corporatization of education in Ontario in general and of Ontario's universities in particular. What are your thoughts on this?

In answer to a question from Senator Jones, C. Russell reported that the University Secretariat had in fact addressed Motion 11-09, approved by Senate on January 20, 2011, "that senators' names and email addresses be published and updated as required in a directory on the University Secretariat." The University Secretariat was instructed to publish email addresses in list form and arrange for encryption of the addresses to cut down on spam traffic. Senator Jones' request to have a one-click method to send a mass-email to all senators has proven problematic in this regard. The University Secretariat continues to look into the issue.

After the Provost's Report, Senator Morelli asked Senator Silverman the following question. The Provost agreed to provide a written answer in the May 25 agenda.

1. According to the 2010-2011 Budget Report Capital Projects spending has increased by \$ 5.4 million over the 2009-2010 level, an increase of more than 900 per cent. Furthermore, this exceeds the projected \$3.8-million deficit for 2010-2011. At a time when academic units are being forced to continue to cut their operating budgets, why is it that capital projects are being funded by the Operating Budget and not by the Capital Budget at the detriment of the overall academic environment?

### III REPORTS OF COMMITTEES

#### 1. Academic Development (Appendix C, page 13)

##### a) Proposal to introduce an Admission Policy for direct-entry undergraduate Aboriginal candidates

**Moved by Senator Silverman, seconded by Senator Oosthuizen, that Senate adopt an admission policy for direct-entry undergraduate Aboriginal candidates, effective immediately.**

**Carried 11-34**

Senator Silverman noted that the intent is to encourage increased participation among Aboriginal candidates.

In response to questions, University Registrar J.-A. Brady noted that in 2004, the Senate first approved an Aboriginal Admission Policy in the Faculty of Arts and Science for Bachelor of Arts programs, and also established a policy for the Bachelor of Science in Nursing program. In 2010, the policy was extended to include Concurrent Education programs and Bachelor of Science programs in Arts and Science. The proposed policy would extend to all first-entry undergraduate programs.

J.-A. Brady noted that in recent years, the University had received very few applications and made only two or three offers annually to Aboriginal students with no students accepting. Last year, however, likely due to the expansion and promotion of the policy, the University received 15 applications and made 10 offers, to which six students accepted and registered. Through the generosity of a donor and the AMS, some entrance awards were available to students.

##### b) Proposal to introduce a Medieval Studies Minor/General Plan in the Faculty of Arts and Science

**Moved by Senator Silverman, seconded by Senator MacLean, that Senate approve the proposal to introduce a Medieval Studies Minor/General Plan in the Faculty of Arts and Science with an implementation date of September 1, 2011.**

**Carried 11-35**

Senator Silverman said that a recent review showed continued interest in Medieval Studies, but that the current format was not sustainable. The plan will allow students to pair a minor in Medieval Studies with a major in another subject. The Faculty of Arts and Science will be able to draw on existing teaching courses and positions and no new resources are required.

Senator Jones expressed concern that the 14-credit Special Field Concentration (SPF) in Medieval Studies was being replaced by a five-credit minor. Referring to Appendix Cc, page 36 in the agenda, he noted that student demand and faculty resources exist for a terrific interdisciplinary major, but interdepartmental barriers prevent it from being offered, despite the University's professed interest in increasing interdisciplinary studies. He suggested that English 211 should be added to the list of Medieval courses for the minor, because nearly two-thirds of the courses in the proposal were at the 300 and 400 levels. He recommended a balance involving more 200-level courses.

In response to a question from Senator Jones, Associate Dean H. Horton clarified that the PeopleSoft system supports special fields and is not the reason for discontinuation of the SPF. He cited several reasons supporting the proposal, including:

- The Arts and Science Curriculum Committee had several concerns about the inflexible structure of the Special Field Program, which requires 14 courses out of 19 required for the degree. A major is 10 courses and a minor is defined as five courses
- Of the two students currently in the Medieval Studies program, both required letters of permission to take courses at other universities to meet the degree requirements, so the current program is not sustainable
- The new PeopleSoft system will aid access to cross-disciplinary studies because it will allow the saving of seats in certain courses
- The minor has been designed deliberately to include first-year English and History courses as required supporting courses. The structure is highly flexible.

H. Horton noted that the exclusion of English 211 in the curriculum could be an oversight and that it would be appropriate to take it back to the curriculum committee for its consideration next year.

In answer to a question from Senator Bassar, H. Horton confirmed that a course in Latin, Arabic or Ancient Greek is required as part of the program.

**c) Proposal to introduce a Spanish Latin American Studies Minor in the Faculty of Arts and Science**

**Moved by Senator Silverman, seconded by Senator MacLean, that Senate approve the proposal to introduce a Spanish Latin American Studies (Minor) in the Faculty of Arts and Science, with an implementation date of September 1, 2011.**

**Carried 11-36**

Senator Silverman said that the proposed minor in Spanish Latin American Studies is being introduced to replace the Specialization Plan, which is currently suspended due to low enrolment. The minor will allow students to gain intermediate to advanced fluency in Spanish and broaden their knowledge of Latin American people and culture.

Senator Jones observed that this proposal was similar to the Medieval Studies Minor/General Plan previously discussed and that he had similar concerns in this case about replacing a 14-credit interdisciplinary SPF with a five-credit minor.

**2. Academic Planning Task Force (Appendix D, page 50)**

**a) Progress report from the Academic Planning Task Force**

Chair P. Taylor updated Senate on the work of the Task Force. He noted the solid foundation laid by the Principal's vision document, "Where Next?" and the report of the Academic Writing Team, "Imagining the Future," and that the Task Force would not repeat the work that went into those documents.

The Task Force is charged with drawing up the plans, after extensive Senate-mandated consultation. The Task Force must finish the job of summarizing and distilling its consultative experience and the many unit responses to "Where Next?" He referred to several draft documents on the Task Force website that represent the beginning of the process to write the final report – the first phase of the project. The second phase is to take what members have learned and move it into the future – an imaginative enterprise. It is a transformative time for the entire university system. The two important changes are in resources and people. There is concern about funding levels for students. However, new technologies and classroom design offer more effective teaching and learning, if used correctly. He noted that the student body is increasingly diverse in terms of culture, capacity, background and ambition. The key is developing a structure allowing enough flexibility to make learning work for them. Faculty members also have extremely diverse talents and abilities but are still treated very much the same.

Senator Colgan suggested that the Task Force consult significant works by other institutions on assessment and teaching in higher learning, which would give empirical evidence to support the academic writing team's writing.

Senator Fachinger noted that the Task Force had not received some of the unit responses to Where Next. The Principal remarked that when various units were asked to draft responses, it was with the understanding that they were not for the public domain.

The Principal noted that SCAD is the appropriate committee to consider ongoing academic planning. S. Tanner confirmed that ongoing academic planning will be part of the guiding principles in the Academic Plan.

**3. Academic Procedures** (Appendix E, page 53)

**a) Academic Sessional Dates and Faith Dates [Information]**

There were no questions or comments.

**b) Approved hood design for the Masters of Public Health Program [Information]**

There were no questions or comments.

**4. Nominating** (Appendix F, page 56)

**a) Elections**

**Moved by Senator Chaudhry seconded by Senator Fisher, that those named in the report in Appendix F, page 56, be elected to the committees indicated.**

**Carried 11-37**

**5. Operations Review** (Appendix G, page 58)

**a) Functions of Senate**

Senator Stairs, Chair of SORC, introduced some friendly amendments to improve grammar and clarity in the revised document.

Under the New Function 2, Senate will participate in strategic planning. The clause "including but not limited to the budget process and campus planning and development," was added. She reminded senators that they participate in these processes through representation on the Queen's University Planning Committee (QUPC) and the Campus Planning and Development Committee (CPDC). Other friendly amendments to Functions 5, 6, and 7 are of a grammatical nature. These amendments are in addition to those circulated as a Notice of Motion in the March 24 Senate agenda.

**Moved by Senator Stairs, seconded by Senator Culham, that the Senate approve the revised Functions of Senate as outlined, appended and amended in the report in Appendix Ga, page 58.**

**Carried 11-38**

Some senators also noted some additional typographical errors, which have been corrected in the final document, which is appended below.

The Principal congratulated SORC for its extensive work on the document. He reminded senators that form has to follow function and that SORC's next step is to examine the current Senate committee structure. Consultations will take place in Senate about the committee structure, culminating in a process that will determine the appropriate composition of Senate against a revised committee structure.

## **PURPOSE AND FUNCTIONS OF SENATE** **Approved by the Senate on April 28, 2011**

### **Central Function:**

1. Under the jurisdiction of the Royal Charter of 1841, Senate determines all matters of an academic character that affect the University as a whole, and is concerned with all matters that affect the general welfare of the University and its constituents. Senate shall serve as a forum for discussion and exchange of ideas among the members of the University community.

### **Academic Planning and Educational Environment Functions:**

#### ***Senate will***

2. participate in strategic planning for the University, including but not limited to the budgetary process and campus planning and development.
3. assume a shared responsibility, along with the Board of Trustees and the Administration of Queen's, for a living and learning environment that promotes the well-being of students.
4. commit through policies and programs to an environment at the University that recognizes equity and diversity as being vital to, and in harmony with, its educational purposes and standards of excellence as an institution.

### **Legislative Functions:**

#### ***Senate has the authority to***

5. approve the establishment or closure of any academic unit, centre or institute, subject to ratification by the Board of Trustees.
6. approve the establishment or closure of named and funded chairs and professorships, subject to ratification by the Board of Trustees.
7. approve the establishment or closure, on the recommendation of Faculty Boards and Schools, of all programs of study leading to a degree, diploma, or certificate, and review all such programs cyclically.
8. approve university-level policies relating to the academic mission and academic services including but not limited to policies related to admissions, calendars, examinations, student financial aid, and annual enrolment planning.
9. grant all honorary degrees and grant on the recommendation of Faculty Boards and Schools all earned degrees, diplomas, and certificates awarded by the University.
10. approve policies and procedures regarding student academic and non-academic matters. The authority to discipline students, including the power to require a student to withdraw from the University, resides with the Senate; responsibility for non-academic discipline of students may be delegated to student organizations.
11. approve the Academic Plan and the Strategic Research Plan.

### **Appointment/Selection Functions:**

#### ***Senate will***

12. share with the Board of Trustees the responsibility for the selection of the Principal through a committee composed equally of members of the Senate and the Board.
13. establish the procedures to be followed in the appointments of Deans and academic Vice-Principals.
14. appoint, establish terms of reference, and have responsibility for committees that fulfill the functions of Senate.



**5. Operations Review (Appendix G, page 58)**  
**b) Proposed Terms of Reference for Senate Cyclical Program Review Committee (SCPRC)**

**Moved by Senator Stairs, seconded by Senator Oosthuizen that Senate approve the establishment of the Senate Cyclical Program Review Committee with the attached terms of reference, effective May 1, 2012, and that the Internal Academic Review Committee be dissolved, effective April 30, 2012.**

Senators had questions about Senate's role in the new approval process and the proposed composition of the new committee. Due to the early departure of the Provost and Deputy Provost (chair of the Internal Academic Review Committee) to attend a meeting in Montreal, the matter was tabled to the May 25 meeting.

**Moved by Senator Christie, seconded by Senator Morelli, that Senate table the establishment of the Senate Cyclical Program Review Committee for discussion at the May 25 Senate meeting.**

**Carried 11-39**

**6. Queen's University Planning Committee**  
**a) Oral update from the Chair**  
See Provost's Report (Appendix A, page 3).

**7. Senate Working Group to Review the Harassment/Discrimination Complaint Policy and Procedure (Appendix H, page 69)**  
**a) Revised Harassment/Discrimination Complaint Policy and Procedure [Withdrawal of Notice of Motion]**  
There were no questions or comments.

**IV REPORTS OF FACULTIES AND AFFILIATED COLLEGES**  
None Received

**V MOTIONS**  
None Received

**VI COMMUNICATIONS AND REPORTS SUBMITTED TO SENATE**  
**1. Closure of Research in Information Security Kingston (RISK) Group (Appendix I, page 70)**  
**2. Research Report (Appendix J, page 71)**

**VII MATTERS REFERRED TO STANDING COMMITTEES**  
None Received

**VIII OTHER BUSINESS**  
None Received

**IX CLOSED SESSION**  
Not Required

There being no further business, the meeting adjourned at 5:13 p.m.